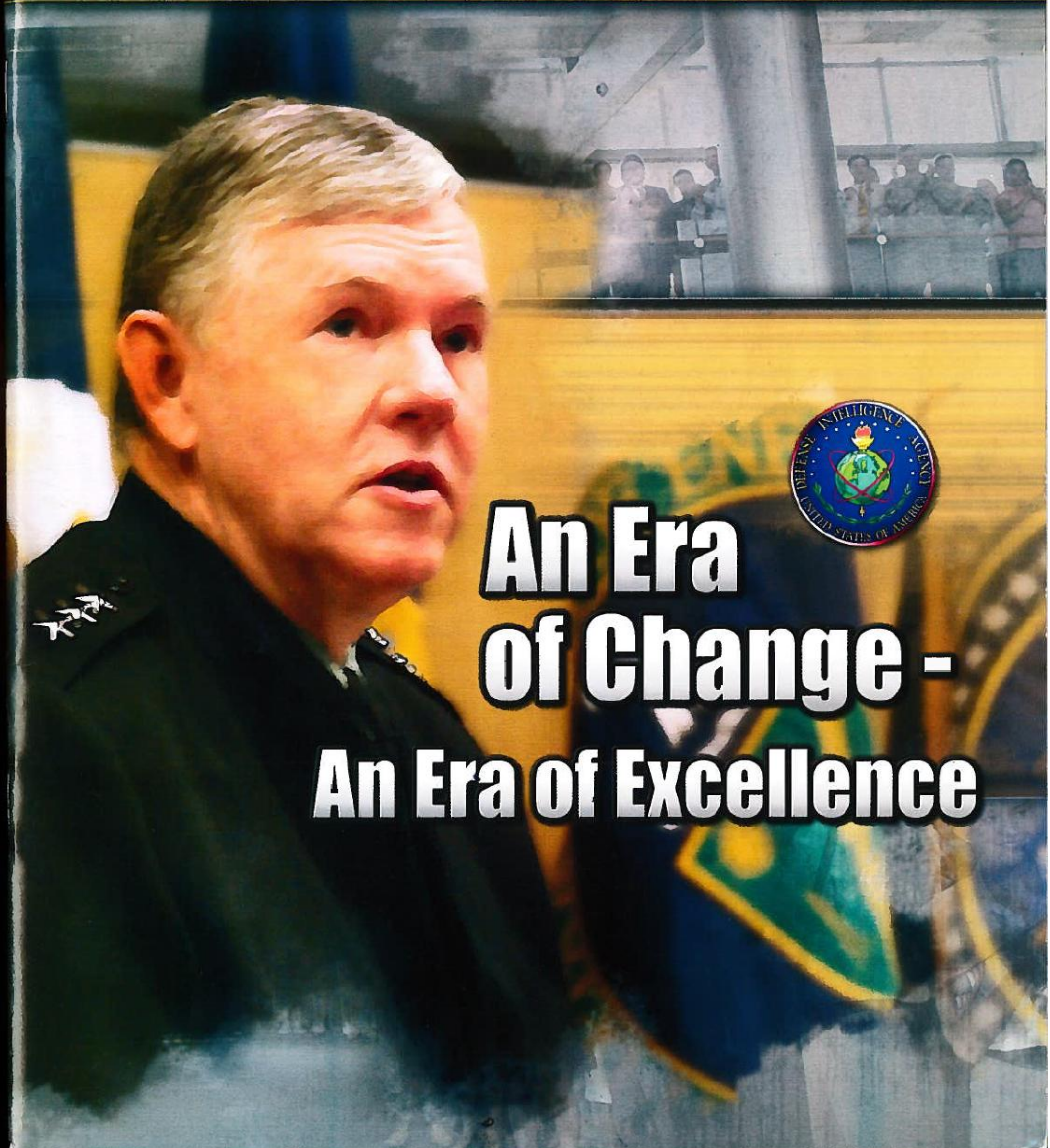
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

MARCH 2009

A DEFENSE INTELLIGENCE AGENCY PUBLICATION



An Era of Change - An Era of Excellence

MARCH 2009 · Volume 22/Number 1
COMMUNIQUÉ
A Defense Intelligence Agency Publication

LTG Michael D. Maples
Director, DIA

Ms. Letitia "Tish" Long
Deputy Director, DIA

Donald L. Black
Chief, Public Affairs

Jane A. McGehee
Chief, Internal Communications

Dana M. Black
Managing Editor

Sarah E. Moseley
Margan C. Kerwin
Jennifer M. Redding
Editorial Staff

Brian D. Nickey Myles J. Scrinopskie
Design/Layout

Graphic Design and Publishing
Services Branch
Printing and Posting

DIA's Communiqué is an authorized agency information publication, published for employees of DIA and members of the defense intelligence community. Contents of the Communiqué are not necessarily the official views of, or endorsed by, the U.S. government or the Department of Defense. Articles are edited for style, content and length. Correspondence should be addressed to: DIA Communiqué, Public Affairs Office, Bldg 6000, Washington, DC 20340-5100. Telephone: 703-695-0071 (DSN: 225-0071). The DIA Public Affairs Office welcomes your comments, which may be e-mailed to our Internet address at DIA-PIO@dia.mil or to our global e-mail address at diem200@dia.ic.gov.

www.dia.mil

Contents
march 2009

1. The Defense Intelligence Enterprise

12. Support to the Warfighter

20. Executive Vision: Interview with LTG Michael D. Maples, DIA Director

28. Enabling the Work Force

44. Strengthening Partnerships

> "DIA has been given the challenge to establish an interconnected defense intelligence enterprise that includes the combat support agencies, the combatant commands and the military services. By integrating the efforts of defense intelligence with the rest of the intelligence community and by aligning our systems and processes, we will be better positioned to meet the intelligence needs of the nation."
>
> — LTG Maples, March 2008

Defense Intelligence Analysis Program

By DI

Managing the defense intelligence analytic enterprise is a significant responsibility for every DIA director. Ever since the Department of Defense Intelligence Production Program (DoDIPP) was created in the early '90s, DIA has been striving to improve how the Directorate for Analysis (DI), service intelligence centers and combatant command intelligence centers work together to produce high-quality analysis for our customers.

DI Joint Warfare Support analysts demonstrate DIA's immersive visualization tool. *Photo provided by CP*

DoDIPP was replaced by the Defense Intelligence Analysis Program (DIAP) in 2004, with the intent of simplifying organizational roles and responsibilities and assigning clear priorities across the enterprise. The DIAP prioritization scheme — known as master, measure, monitor or "3M" — was designed to ensure in-depth focus on the most important countries and transnational topics while maintaining situational awareness of emerging threats and crises.

While 3M provided clarity, it lacked flexibility in its assumption that a high priority country required equal emphasis on all associated intelligence topics. Moreover, 3M was not aligned with the National Intelligence Priorities Framework (NIPF), followed by the rest of the intelligence community. In 2007 LTG Michael Maples approved the DIAP community's transition to the Defense Intelligence Priorities Framework, which aligns DIAP topics with NIPF priorities. The DIAP community continues to work with the Office of the Director of National Intelligence to ensure that DOD intelligence needs are appropriately reflected in NIPF.

Under 3M, DIA organized its regional analysis into a "master" country office and a "measure/monitor" country office. While this approach fenced master country resources to ensure in-depth focus, DI found it was more difficult to provide regional context when responding to customer requirements. In 2007 Maples approved reorganizing to create three regional offices, the offices of Middle East/North Africa Analysis, Asia/Pacific Analysis and Latin America/Europe/Eurasia/Africa Analysis.

In 2008 Maples re-established the defense intelligence officers (DIOs) to better integrate analysis across the DIAP community and enhance the overall effectiveness, coherence and impact of the defense intelligence enterprise. DIOs for Europe/NATO, Eurasia, Sub-Saharan Africa, Middle East/North Africa, South Asia, East Asia and Latin America are working across the DIAP community to ensure analysis is fully coordinated and addresses the full spectrum of DOD and national customer needs.

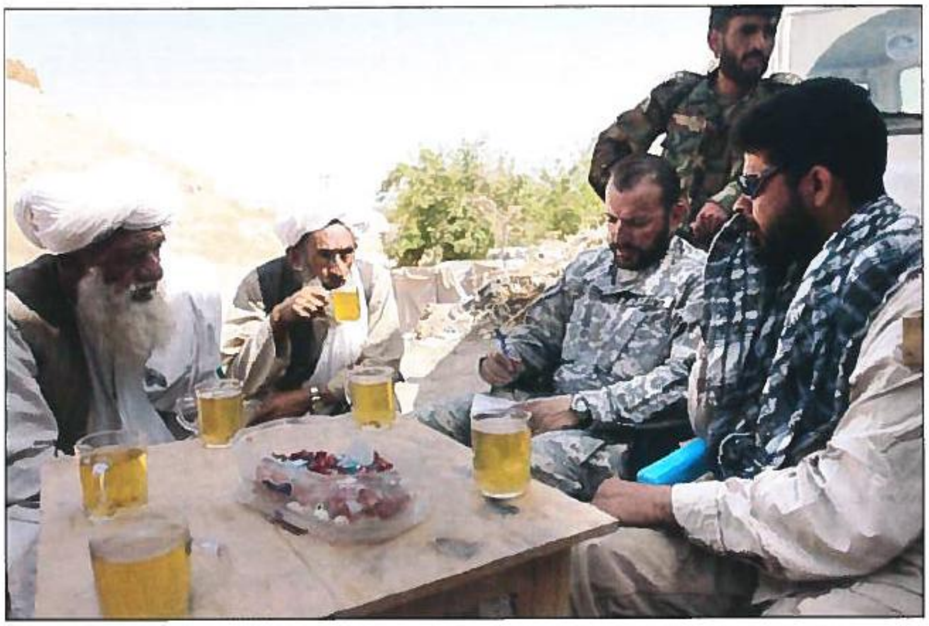
All of these initiatives represent DIA's continuing efforts to produce more integrated community analysis to meet the needs of our diverse customers.

Defense Counterintelligence and Human Intelligence Center Established

By DX

In early 2008 LTG Michael Maples began serving as the defense counterintelligence (CI) manager. When added to his existing role as the defense human intelligence (HUMINT) manager, these dual responsibilities were the catalyst for a significant change at DIA.

CI focuses on preventing adversaries from collecting intelligence, while defense HUMINT seeks to collect intelligence often in support of military field operations. There are some notable similarities in the knowledge, skills and abilities CI and HUMINT operatives must have to succeed. The two disciplines also have some common practices for acquiring and managing sources, reporting information, training and other factors.



A special forces company commander meets with village elders and 1st Kandak, 209th Afghan National Army Corps, counterparts to discuss military operations in the Sangin District of Afghanistan. *Photo provided by DOD*

Capitalizing on the rare opportunity to rationalize two associated areas of defense intelligence practice, Maples announced in May that he would establish a new DIA organization, which would be a game-changer for the management of defense CI and HUMINT information.

On Aug. 3 the Defense Counterintelligence and HUMINT Center (DCHC) stood up and Maples appointed MG Theodore Nicholas

HUMINT Transformation through DHMO

By DX

Following guidance provided by the undersecretary of defense for intelligence (USD(I)), DIA became the linchpin of defense human intelligence (HUMINT) transformation activities in late 2004 and established the Defense HUMINT Management Office (DHMO) in 2005.

Charged with the responsibility of transforming defense HUMINT, DIA created DHMO to manage the new enterprise model for HUMINT. A compact, focused staff of 50 professionals concentrated their expertise in the areas of operations, policy, finances, training and technology to centrally manage, accurately assess, and champion resources for the defense HUMINT enterprise and the defense HUMINT manager (DHM), ensuring its viability and effectiveness.

Steve Norton, former DHMO senior executive, recalls, "Our vision was of a unified enterprise — of defense HUMINT professionals working collaboratively in support of a critically important real-world mission. This was most closely exemplified in the practice of a board of governors leadership concept, which was ultimately adopted at the national management level. Our successes included establishment of the Human Intelligence Training Joint Center of Excellence at Fort Huachuca, Ariz.; the development and deployment of the first Department of Defense (DOD)-integrated defense source registry system to support execution of HUMINT operations de-confliction and registration among 15 DOD executors and the National Clandestine Service; and DHMO representation,

Scott Jacobs, left, former acting director of CIFA, and MG Ted Nicholas, DCHC director, celebrate the merger of CIFA into DIA's DCHC. *Photo by Melony C. Angelilli, CP*

as director. The establishment of DCHC marked the first time that the Department of Defense (DOD) integrated CI and HUMINT at the defense level.

The center is composed of a headquarters, a defense intelligence or D2X element, CI and HUMINT directorates, an Enterprise Management Office, and the Defense Cover Office.

While DCHC was established within DIA primarily to centrally manage the DOD CI and HUMINT enterprises, it was also created to develop programs that support defense CI and HUMINT functions and the execution of assigned CI and HUMINT activities worldwide.

To create the center, personnel transferred in from the former Counterintelligence Field Activity (CIFA) and Defense HUMINT Management Office (DHMO), the DIA Directorate for Human Intelligence (DH), and the Defense Cover Office.

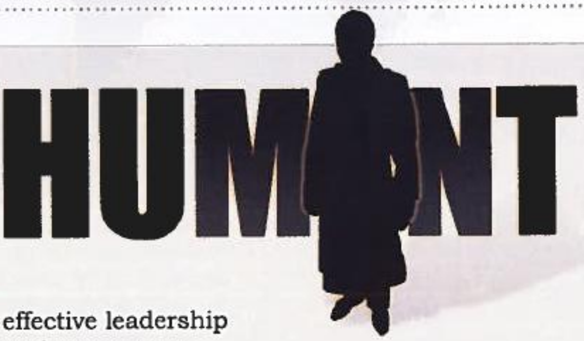
Taking existing CI and HUMINT oversight practices and extracting the best from each program — streamlining processes, improving information exchange and establishing a collaborative approach to shared practices — is just part of the DCHC director's vision for the new center.

"DCHC creates important new opportunities to strengthen our performance in the field," Nicholas said.

The creation of the new center stimulates teamwork between the HUMINT collector and the CI investigator in several ways:

- Through common leadership
- By association within the same organization
- By proximity
- By practice through management support of the same or associated constituencies
- By familiarity from working together routinely and continuously

"This integration reflects the importance DOD is placing on CI and HUMINT. Both programs are indispensable to countering foreign intelligence threats and to winning the fight against terrorism," Nicholas said.



liaison and partnering efforts generating markedly improved collaboration with the agency and with our close allies in the Four Eyes group."

Based on imperatives outlined as part of the remodeling defense intelligence initiative and the Quadrennial Defense Review, defense HUMINT was re-oriented toward an enterprise model led by DOD with a HUMINT Board of Governors chaired by LTG Michael Maples as the DHM and composed of HUMINT-related partners, customers and stakeholders from across the defense establishment. The defense HUMINT executors represented the interests of the services, the combatant commands and DIA's Directorate for Human Intelligence (DH) to the DHM on a quarterly basis.

Between 2005 and 2008 DHMO exercised wide responsibility in the defense HUMINT community for policy and strategy, the adoption of an effective leadership and governance model, community integration, and annual enterprise assessment and needs fulfillment, as well as focused technical innovation and resource management. In August 2008 the Defense Counterintelligence and HUMINT Center (DCHC) stood up to integrate counterintelligence and HUMINT management, and DHMO was disestablished to man-up the Defense HUMINT Enterprise Management Division within DCHC's Defense CI and HUMINT Management Office.

Emergence of the Defense Intelligence Enterprise

By DJ

On Oct. 1, 2007, the secretary of defense, in coordination with the director of national intelligence, directed the establishment of the Defense Intelligence Operations Coordination Center (DIOCC), integrating the functions performed by the Defense Joint Intelligence Operations Center (DJIOC) and U.S. Strategic Command's Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR). LTG Michael Maples was appointed DIOCC director and JFCC-ISR commander, and then Brig Gen James Whitmore was appointed JFCC-ISR deputy commander and deputy director/defense for the National Intelligence Coordination Center (NIC-C). The DIOCC includes personnel representing the National Geospatial-Intelligence Agency, National Reconnaissance Office, National Security Agency, the services and Commonwealth partners.

Retired VADM Lowell Jacoby, former DIA director; LTG Maples; Gen James Cartwright, commander of STRATCOM; and Dr. Stephen Cambone, undersecretary of defense for intelligence, cut the ribbon to officially open JFCC-ISR for business Sept. 13, 2006.
Photo by SSgt Jera T. Stubblefield, CS

As the Department of Defense's (DOD's) lead organization for synchronizing intelligence operations, DIOCC maintains a global perspective, facilitating intelligence operations within the defense intelligence enterprise, among the combatant commands, and between defense, national and, when appropriate, coalition mission partners. DIOCC provides objective, transparent enterprise management, facilitates all-source approaches and enables intelligence sharing — creating a common global intelligence operations picture.

Composed of five organizations — Collection Management, Knowledge Management, Operations, Plans, and Strategy and Assessments — DIOCC plans, integrates, coordinates, directs and manages full-spectrum defense intelligence operations and capabilities in support of defense, domestic and national requirements. DIOCC operates the Global Intelligence Operations Center, which provides 24/7 global situational awareness on priority requirements, related collection and intelligence, and combatant command access for tasking and management of requests for information and support.

DIOCC's presence at the combatant commands includes a DIOCC forward element within each command and joint reconnaissance officers at select commands.

DIOCC serves as the DOD conduit for collection coordination with the NIC-C. The collaborative NIC-C relationship utilizes the full spectrum of intelligence community (IC), DOD, domestic and coalition resources and activities, extending the full advantage of the U.S. intelligence enterprise to defense users and other customers.

In concert with NIC-C, combat support agencies and other mission partners, DIOCC provides focused intelligence support to the combatant commands and national-level decision-makers, facilitates more responsive decision cycles, increases collaboration and integration across the defense intelligence enterprise, and enhances coordination across the IC.

A-Space: The New Virtual Analytical Environment

By DI and DS

In today's environment, where responses to emerging threats are often time-critical, our traditional work practices and technology applications are not enough to create the collaborative analysis required for continued success. In September 2007 the Office of the Director of National Intelligence (ODNI) designated DIA as the executive agent to develop and implement A-Space.

A-Space gives analysts shared access to information and databases across the intelligence community (IC) in one common work environment. Since testing began in January 2008, nearly 3,000 analysts from 16 IC agencies and seven combatant commands have successfully used A-Space. TIME magazine recently recognized A-Space as one of the top 50 inventions in 2008.

"A-Space is about transforming the process of doing intelligence analysis — enhanced by Web 2.0 technology. A-Space provides a completely new classified environment for leveraging social networking capabilities used by Facebook, LinkedIn and Google Docs that have become widely popular on the Web," said Dr. Garry Moore, senior defense analyst in the Directorate for Analysis Joint Warfare Support Office (DI/JWS). "A-Space is more than just social software. It allows analysts common access to intelligence source information up to TS//SI-G//TK//HCS//ORCON and to benefit from different perspectives in collaborative virtual workspaces — all contributing to better intelligence in support of the warfighter and national security customers."

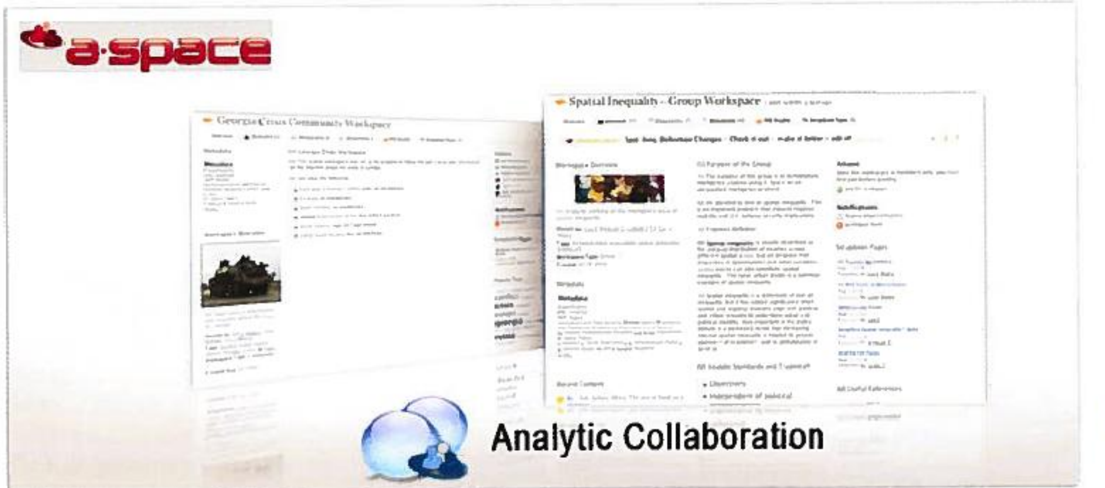
> "We are transforming our intelligence structures and capabilities at the same time that we are fighting a Global War on Terrorism. Both missions must be accomplished."
>
> — LTG Maples, December 2005

A-Space is an initiative under the ODNI's Analytic Transformation Program, which shifts longstanding agency-independent intelligence operations in the direction of greater collaboration. The program is an effort to improve the quality of intelligence by transforming how the IC approaches analysis, manages information and interacts with each other.

A-Space allows analysts to maintain situational awareness, consolidate relevant data and analytic notes on topics of interest, and share their insights and intuition in a trusted environment. The accumulation of peer-reviewed analysis will allow the IC to manage its collective knowledge about key intelligence topics without constraints.

What's next for A-Space? Incorporating many of the 400 requirements generated during user testing in early 2008, A-Space is now deployed for operational use by a gradually expanding number of analysts. Feedback from analysts across the IC, combined with the agile development cycle for A-Space, means work is already beginning on improvements to be made in 2009.

For more information, go to http://www.intelink.ic.gov/wiki/A-space.


a·space
Georgia Crisis Community Workspace
Spatial Inequality - Group Workspace
Analytic Collaboration

JMIS and the Enterprise: A Retrospective Look

By CE

LTG Michael Maples leaves the agency with an enduring legacy: engineering a robust partnership with DIA and the combatant commands, a mainstay of the DIA Strategic Plan. The implementation of the Joint Intelligence Centers/ Joint Analysis Center Military Intelligence Program Implementation Study (JMIS) was one of the biggest programmatic and resource changes at DIA — and it laid the groundwork for future success in the DIA intelligence enterprise. DIA smoothly transitioned nearly 4,000 military and civilian billets during two program years, richly contributing to Remodeling Defense Intelligence, which was initiated by the undersecretary of defense for intelligence (USD(I)).

In 2006 USD(I) decided intelligence funds allocated to the combatant commands' directorates for Intelligence (J2s) should be moved into the DIA Military Intelligence Program. To facilitate this move, USD(I) settled on the Joint Intelligence Operations Center Enterprise model, resulting in command J2 civilians becoming DIA employees. These new DIA employees transitioned to the agency in two phases: Central, Northern, Southern, Strategic and Transportation commands transitioned Oct. 14, 2007; and Africa, European, Joint Forces, Pacific and Special Operations commands transitioned on Oct. 12, 2008.

The director's focus on the JMIS transition helped bring about agency-wide teamwork to complete more than 500 JMIS-related tasks. This teamwork, overseen by the DIA-Command Executive Board, involved everything from setting training standards for analysts, to contract management, to ensuring everyone had common access cards and was paid on time. Additionally the Directorate for Information Management and Chief Information Officer (DS) ensured that the new employees transitioning had the appropriate accesses and instructions for eZHR, the Joint Intelligence Virtual University, PRESS and other applications needed for timecards, appraisals,

Top - As a new DIA employee, CENTCOM Associate Director of Intelligence Rod Moore accepts his DIA flag and SES pin from DIA Associate Deputy Director Sharon Houy. *Photo by Dana M. Black, CP*

Above - Associate Deputy Director Sharon Houy, center, outlines JMIS and enterprise topics with her staff. *Photo provided by CE*

> "Over the past few years, DIA, like the rest of the intelligence community, has made major strides to improve our core business processes of intelligence collection, all-source analysis and information management."
>
> — LTG Maples, January 2007

training, property accountability, purchasing, budgeting, accounting and funding. This collaborative effort facilitated the near-seamless deployment of DIA's business applications to the new employees.

In addition, the focus on JMIS ushered in the idea of eschewing stovepipes, improving interoperability and collaboration, and building a sense of community to meet clients' needs. For example, the associate deputy director (ADD) built on the success of JMIS Phase I and worked with the deputy directors to bring an enterprise approach to the start of Phase II. Specifically, on the first day of Phase II, the ADD staff and DIA experts on DCIPS, eZHR, and time and attendance were at the commands to ensure a smooth transition.

The enterprise approach can also be seen in the realignment of the senior command representatives to the Command Element (CE) and the forward placement of enterprise support coordinators and human resources and human capital learning specialists at the commands. These personnel are key to ensuring DIA is properly supporting the commands across operational and support missions and will improve the consistency of DIA's message. In addition, DIA executive representatives have used enterprise thinking to strengthen outreach and communications to raise awareness of DIA's mission and contributions to national security. Further, DIA has used an enterprise approach for collection management and in assisting the commands to stand up counterintelligence and human intelligence branches (J2Xs).

Maples connected the vision of the DIA Strategic Plan with support to the combatant commands like no other previous effort. It is a legacy which all DIA employees here and at the commands can recognize and promote.

The Way Ahead in IT

By DS

As a component of the Department of Defense under DIA, DoDIIS is responsible for providing information technology (IT) services and capabilities to the defense intelligence community (IC).

The DoDIIS Way Ahead, which began in July 2004, is a significant effort to revolutionize the IT framework of the defense intelligence enterprise to a consolidated, enterprise-centric IT service-delivery model. The DoDIIS Way Ahead operates under a global, regional service center concept that enables the worldwide availability of data and information. This concept constitutes a cultural shift within the defense IC from everyone "owning" their data and IT capabilities, to one where data, IT services and tools are globally available 24/7 and users are provided with a uniform toolset across the DoDIIS enterprise.

Implementation of this operating model fostered the migration of IT assets, services, capabilities and personnel from numerous, disparate defense intelligence IT centers into five globally linked, full-service regional service centers where data repositories, applications, hardware, licensing, core servicing and systems management were consolidated and centralized. This provided net-centric enterprise capabilities and IT infrastructure to more than 20,000 customers worldwide.

The consolidation of IT assets, resources and capabilities promotes a common operating methodology that significantly enhances global collaboration and information sharing. This common structure yields significant return on investment by eliminating duplication and enabling global access to cutting-edge technology and the institution of a governance structure that promotes agility and more secure operations.

The DoDIIS Way Ahead also enhanced operations and systems reliability, improving data access, assuring data recovery, increasing efficiencies, and reducing operations and maintenance overhead. In addition, significant emphasis was placed on disaster recovery through a program that backs up all enterprise applications. For example, if a server fails in one location, it would automatically fail-over to another regional service center's server and would fail-back to its home server once it was back online. The most notable aspect of this disaster recovery process is the transparency of the process to the user.

While it continues to evolve, the DoDIIS Way Ahead reached full operational capability in October 2006, constituting the largest IT transformational effort of its kind within the defense IC. The DoDIIS Way Ahead has enabled the attainment of greater efficiency, increased productivity, enhanced security and the substantial redirection of funds to higher priority requirements through significant cost avoidance.

Strengthening the MASINT Enterprise

By NMMO

In an effort to manage and execute key measurement and signature intelligence (MASINT) responsibilities, DIA established the National MASINT Management Office (NMMO) in March 2008, enabling the intelligence community (IC) to better conduct MASINT operations and provide products to its national and Department of Defense (DOD) customers.

NMMO provides strategic MASINT support across the IC to civilian and military intelligence agencies that plan and conduct operations and collection. Reporting to the director of DIA, NMMO works closely with MASINT community members to increase collaboration and cooperation among MASINT collectors and users; identify MASINT standards and formulate MASINT policy; develop a MASINT enterprise architecture and provide program management advice on MASINT resources; advocate MASINT to Congress, the IC and all customers; oversee MASINT training; and accelerate technological development in cooperation with the National Consortium for MASINT Research, academia, industry and national laboratories.

A joint team of IC members developed the plan to establish this new office after examining all aspects of MASINT services of common concern. The team consisted of the MASINT community executive; chairman of the National MASINT Committee; DIA's chief of staff and the vice deputy director of MASINT and technical collection; and representatives from the Air Force, CIA and the National Intelligence Coordination Center.

NMMO and its MASINT community partners are strengthening MASINT synergy across the IC to build, execute and deliver efficient and effective capabilities through a full MASINT enterprise.

DIA alumni visited the DIAC Sept. 23, 2008, for their annual Homecoming Day. The day was filled with briefings about the avian influenza, intelligence support to Iraq and Afghanistan, BRAC updates, defense HUMINT transformation, the establishment of DCHC and NMMO, and more. Visiting alumni thought the day was an outstanding success and considered it one of the best homecomings yet. *Photo by Murray C. Milton, CS*

DIA's Facilities Functional Management Program

By DA

Under LTG Michael Maples, the Directorate for Mission Services (DA) took the lead on the DIA facilities functional manager (FFM) initiative to evaluate and report on the effectiveness of facilities across the defense intelligence enterprise. The goal is to sustain and ensure infrastructure compliance of facilities requirements across the enterprise, based on the General Defense Intelligence Program (GDIP) Manager's Guidance Memorandum.

James Manzelmann, deputy director for DA, is the GDIP FFM and David Pittman is the program manager. They are implementing a long-term plan for sustaining and modernizing aging GDIP buildings and infrastructure.

Above - Engineering and Logistics personnel Luis Ayala, John Davis, COL Robert Varela, Patrick Protacio and Edward Cartwright review plans for Rivanna Station in Charlottesville, Va. *Photo provided by CP*

Left - James Manzelmann reviews blueprints of the DIAC expansion building during its construction. *Photo provided by DA*

To assist in developing and managing an assessment portfolio of existing and required workspace standards at DIA facilities, a team of experts will be created to ensure adequate infrastructure to support state-of-the-art information technology collaboration tools across the defense intelligence enterprise. It is DA's objective to provide a high-quality work environment to its work force, at the lowest possible cost

Successes in the DIA FFM program are bringing high-level attention to the agency. The Office of the Director of National Intelligence (ODNI) recently passed an initiative requiring components throughout the intelligence community to utilize DIA's FFM model for facilities management. A DIA baseline report reveals enhanced decision-making on recommendations for critical prioritized capital improvements for sustainment, renovation, modernization and building replacement, and proves that the DIA FFM is instrumental in lengthening the useful life of GDIP facilities across the defense intelligence enterprise.

In addition, the undersecretary of defense for intelligence asked the DIA FFM to participate in selecting a suitable location for a new Africa Command (AFRICOM) headquarters when it relocates from Stuttgart, Germany. A team of representatives from DIA, the Office of the Secretary of Defense/ Program Analysis and Evaluation, the Joint Chiefs of Staff and AFRICOM surveyed 10 worldwide locations. Each one will be presented to secretary of defense, State Department and the commander of AFRICOM for consideration to find the optimal headquarters.

AFMIC Transitions to a National Center

By DI

> "We have the responsibility — associated with the creation of a defense intelligence enterprise — to really manage defense intelligence resources in the most effective and efficient ways we can in order to support the accomplishment and production of intelligence."
>
> — LTG Maples, February 2008

During the last three years, the Directorate for Analysis Armed Forces Medical Intelligence Center (DI/AFMIC) transitioned to a national center, took on a new name and a homeland health protection mission, and continued its longstanding medical intelligence mission.

At a July 2, 2008, ribbon-cutting ceremony at Fort Detrick, Md., leaders from across the intelligence community (IC) dedicated the National Center for Medical Intelligence (NCMI), recognizing its expanding role as the IC's premier producer and coordinator of all-source medical intelligence. Later this month, NCMI will break ground on a 15,000-square-foot addition to its facility.

The designation of NCMI as a national center reflected the growth in its roles and responsibilities that has been under way for several years. Per a secretary of defense and undersecretary of defense for intelligence mandate in 2006, the center began expanding its mission to include assessment of foreign human health threats to the homeland and began adding interagency partners. The partnerships with other agencies, both IC and non-IC, allow NCMI to focus on a broader range of foreign medical threats to U.S. military and civilian personnel, allies and other critical national interests.

NATIONAL CENTER FOR MEDICAL INTELLIGENCE

During the NCMI ribbon-cutting ceremony July 2, 2008, staff members Dr. Kathryn Clark and CDR David Davies unveil the new sign as NCMI Deputy Director Jeffrey Matt looks on. *Photo by Cary L. Fike, CS*

Despite the changes, the center's core mission of providing force protection for deploying military personnel remained unchanged. In the fall of 2005, AFMIC analysts began producing a weekly situation report for operational forces and policymakers assessing the risk from avian influenza (AI) and wrote nine AI articles for the president's daily brief. In addition, analysts supported Northern Command's Joint Task Force Katrina, the military's on-scene command in support of the government's Hurricane Katrina response. When Cyclone Nargis struck Burma last May, a center analyst deployed to support Joint Task Force-Burma. Furthermore analysts assessed the threat from chlorine-enhanced improvised explosive devices in Iraq and the military implications of human performance modification.

Several successful projects helped increase analytic efficiency and effectiveness during the past three years. The center deployed a customized digital production tool that allows authors to link sources to paragraphs and provides an automatic classification roll-up. In addition, a capability was developed to automatically extract data from NIPRNet or SIPRNet information sources, transfer the data to JWICS, and store it in a repository for search and retrieval across NCMI.

NMEC Matures Under LTG Maples

By NM

Coalition forces conduct site exploitation at an Iraqi home in downtown Baghdad, gathering documents for transport to JDEC-I.

When LTG Michael Maples became DIA director in 2005, the National Media Exploitation Center (NMEC) was an emerging enterprise. NMEC was formally established by Director of Central Intelligence George Tenet in October 2002, and DIA became the NMEC executive agent in January 2003. In February 2006 Maples consolidated the Directorate for Human Intelligence (DH) Document Exploitation (DOCEX) and Translation Services Element, the Joint Document Exploitation centers and the Combined Media Processing Center — Qatar under the organization and management of NMEC. The consolidation effectively combined forward deployed elements and a headquarters organization capable of representing the needs of the field. The vision for a fully integrated DIA/intelligence community document exploitation capability with direct support to the warfighter was realized in the now familiar structure of NMEC. In October 2008 NMEC became an independent center/directorate reporting to the Command Element (CE).

The increasing frequency of the capture of electronic and visual media prompted NMEC to revisit its capabilities in computer forensic analysis and visual media processing. Maples embraced the concept of an organization capable of exploiting the full range of electronic and paper media. What emerged was a vital NMEC capability in document and media exploitation (DOMEX) combining the best practices in paper exploitation with the nascent exploitation of electronic media. This allowed a phenomenal increase in the amount of data available for exploitation. For example, in November 2005 NMEC received 1.2 terabytes (TB) of data for exploitation. This past June the monthly average exceeded 25 TB.

In large measure, the growth and evolution of NMEC is directly related to the support provided by the director, and his vision of a fully integrated DOMEX capability servicing the needs of the IC, law enforcement and the military. As NMEC continues to grow and mature in the future, its evolution will be predicated upon the solid foundation established during the last three years. The formation and institutionalization of a new consolidated practice area in the intelligence arena is rare and can be considered one of the greatest achievements during Maples' tenure at DIA. As stated by GEN Petraeus when he was commander of Multi-National Force-Iraq, "DOCEX has become a critical element of all that we do."

Tara Johnson loads hard drives into the NMEC exploitation system. *Photos provided by NM*

> "Providing support to our soldiers, sailors, airmen and Marines engaged in fighting insurgencies in Iraq and Afghanistan and the Global War on Terrorism is our first priority."
>
> — LTG Maples, November 2006

Uniting Analysts and Collectors a High Priority

By DI

DI counternarcotics trafficking analyst David Brumbaugh, second from left, departs a training facility outside of Kabul, Afghanistan, along with other coalition members.
Photo provided by DI

Earlier this year, the Communiqué staff sat down with Deputy Director for Analysis Robert Cardillo to discuss his thoughts on analyst/collector integration, a high priority for DIA and the Directorate for Analysis (DI).

"I recognize that when it works, analyst/collector integration is beneficial not only to the parties involved, but most importantly to the customer." Cardillo cites, for example, embedding Directorate for Human Intelligence (DH) officers within DI, or posting all-source analysts at operating bases or embassies. These efforts create benefit for the analyst as well as the office they join and, overall, the combined mission is improved.

Cardillo knows firsthand the challenges that lie ahead. As an analyst and later as a manager of collection activities, he gained a "healthy perspective of the frustration" on both sides. Analysts look at the collection enterprise and get frustrated trying to make their requirements known. Conversely, collectors feel stymied by not knowing the intelligence need or its priority. The solution is transparency between those two worlds.

DIA offers excellent courses on collection and has instituted the intelligence information report (IIR) evaluations process. An analyst would be well served by getting smart on the collection enterprise. On the other hand, the collector that consistently achieves high scores in their IIR evaluations has good insight into the analytic problem set and an excellent network of analysts that contribute to that area of responsibility. "You can't sit and wait for analyst/collector collaboration to happen; you have to be part of the energy that's required," said Cardillo.

A good example of where collaboration is already taking place is DI's participation in the HUMINT Analyst Response Team, or HART, trips. These orientation trips send analysts to their region of responsibility, where they go to work for the attaché or local DH entity. Feedback from these trips has been very positive, and the program is considered a very high return on investment.

Will there be people who don't want to collaborate? Yes, but as Cardillo has stated on his blog, "I don't worry about people who don't share knowledge. They will be out of business soon enough. Those who don't share won't learn fast enough to keep up with the rest of us." He's looking to DI analysts to take a chance. "You'll be better for it, and so will our profession and thus, our customer."

Global Intelligence Operations Center

By DJ

When the combatant commanders need to know about the disposition of U.S. and coalition defense intelligence collection assets, it's DIA's Global Intelligence Operations Center (GIOC) that gets them the answer.

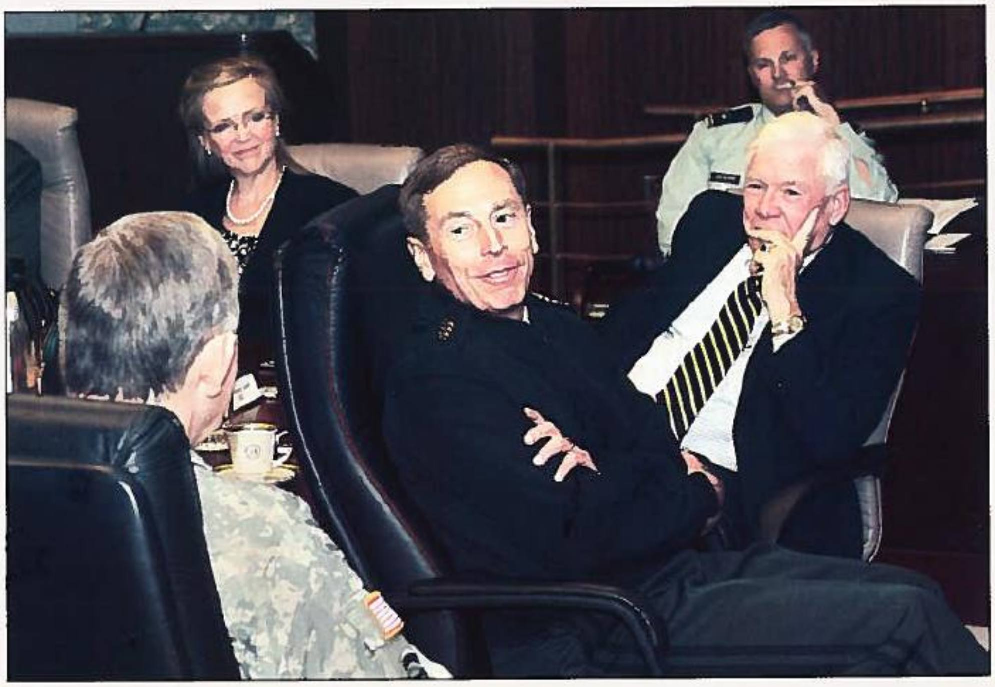
GIOC, with its state-of-the-art technology and collocation with the National Intelligence Coordination Center (NIC-C), serves as the single integrated center for the management of defense intelligence operations, to include 24/7 situation awareness of U.S. intelligence collection operations and capabilities worldwide. It also serves as the entry point to the Defense Intelligence Operations Coordination Center (DIOCC) for tasking and management of requests for information and support.

GIOC monitors intelligence operations and events for their impact on combatant commands and national interests; defense intelligence human capital and material assets; defense intelligence collection operations; and the status and posture of global intelligence, surveillance and reconnaissance operations. GIOC and DIOCC also collaborate with NIC-C on collection coordination, assessments and mission management issues.

GIOC has five teams made up of active military, military reservists, government civilians and contractor support. The teams frequently interact with combat support agency (CSA) representatives collocated with DIOCC. CSAs represented in GIOC include the National Geospatial-Intelligence Agency, National Security Agency, National Reconnaissance Office, DIA's Defense Counterintelligence and Human Intelligence Center, NIC-C and the military services.

GIOC also interacts with Commonwealth partner representatives located in the DIOCC to further ensure maximum visibility, coordination and integration in support of combatant command requirements. The combination of technical capabilities and direct linkage to NIC-C and defense intelligence, operations and planning communities results in a GIOC that provides the combatant commands with visibility and access to a full spectrum of intelligence operations that addresses their requirements.

> "We are the only one of the 16 members of the IC whose name begins with 'defense' and that really provides the primary focus of our intelligence efforts."
>
> — LTG Maples, March 2008



GEN David Petraeus (center), commander of U.S. Central Command, discusses the progress in Iraq with LTG Michael Maples and retired MG John Landry, national intelligence officer of military affairs for the National Intelligence Council, during a question and answer session Nov. 12, 2008. The event was sponsored by DIA's Iraq Intelligence Cell (MNA-1) and the Central Intelligence Agency's Office of Iraq Analysis to give analysts from the intelligence community and in the Iraq theater a unique opportunity to speak directly with Petraeus via video teleconference about current and future issues affecting Iraq and the region. *Photo by Murray C. Milton, CS*

DIA Supports JIEDDO

By DI

For years one of the primary weapons being used by terrorists and insurgents in Iraq and Afghanistan has been the improvised explosive device (IED). These weapons have tragically killed or injured thousands of military members and civilians. In 2006 the Joint Improvised Explosive Device Defeat Organization (JIEDDO) was established by the Department of Defense (DOD) with a mission to seek out, acquire, test and deploy cutting-edge technology and innovative concepts in an effort to defeat enemy IED networks and devices.

Soldiers in Iraq march along Huteen Road looking for weapons and IEDs.
Photo provided by MAJ Gary D. Dorough, DI

Since JIEDDO was created, DIA has been supporting it every step of the way. "Our work with JIEDDO is all about keeping the warfighter safe," said Gino Elsea, DIA senior representative to the organization. "We are a partner providing unique capabilities to this extremely important mission."

The Directorate for Analysis Joint Intelligence Task Force for Combating Terrorism (DI/JITF-CT) has led the federated all-source analysis, production and collection effort in support of the JIEDDO line of operation to "attack the network." JITF-CT expanded support to forward deployed forces to attack the network and associated networks that employ IEDs against U.S. and coalition forces in both Iraq and Afghanistan. Additionally, JITF-CT produced the strategic IED assessment in support of the JIEDDO strategic plan.

The Directorate for MASINT and Technical Collection (DT) has been a close and active partner for JIEDDO, assisting in the development of the current IED collection and exploitation enterprise, including the process used for technical exploitation, analysis and dissemination. The term used to describe this process is weapons technical intelligence (WTI). This concept incorporates both traditional technical collection and exploitation methods with forensics and biometrics. A good example of WTI at work is DT's forensic collection and lab exploitation of explosives and other materials of interest collected or captured in Iraq and Afghanistan. The results of these efforts support counterterrorism and counterinsurgency activities.

DT leads the WTI Integrated Product Team (IPT), an interagency technical forum commissioned by the directors of JIEDDO and DIA. One of the products of IPT was the WTI IED lexicon. This established, for the first time, a common language that assists in information sharing and standardization of reporting mechanisms across the tactical, operational and strategic spectrum. With the adoption of a common counter-IED language, DT developed the IED symbol set and tactical message set now used to quickly generate unambiguous and automated IED situational awareness reports for nearby friendly forces in the heat of battle.

> "Our mission is to provide military intelligence to meet the needs of our commanders in the field, our combatant commanders and our defense decision-makers."
>
> — LTG Maples, February 2008

Finally, DT manages and executes the JIEDDO signatures program. Signatures are a consistent, distinctive set of measurable characteristics used to detect and characterize IEDs. DT generates and disseminates signature assessments that support current counter-IED operations.

Information technology has also been a key way that DIA has supported the JIEDDO mission. The Directorate for Information Management and Chief Information Officer (DS) provides vital communications support through the JWICS video teleconferencing capability, desktop Tandbergs, and secure voice over Internet protocol handsets used by the organization to ensure constant and efficient communication between JIEDDO leadership and local and forward deployed analysts.

"Our collaboration with and support to JIEDDO is a model for just how effective working together as a community can be," said Elsea. "We're helping to save lives every day."

Deployment Improvements

By DA

During the last three years, the support for DIA civilian, military and contract personnel deploying to overseas locations has undergone a facelift.

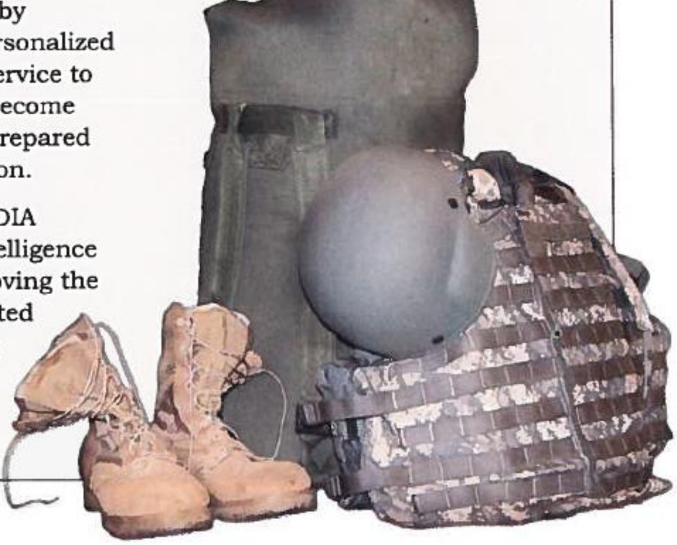
LTG Maples having dinner at Camp Slayer with DIA employees. *Photo provided by Steven A. Hecker, IE*

Foremost is the establishment of the DIA Readiness Center (DRC) as the central processing center for all agency overseas deployments and travel. Under the direction of the Directorate for Mission Services (DA) and the Office of Enterprise Operations (DAE), the DRC provides a one-stop capability of full-spectrum support to individuals to include deployment training, medical and psychological evaluations, weapons training, equipment issue, civilians and military personnel services, and transportation and logistical services.

This one-stop capability allows DIA to manage its own deployment mission requirements in an efficient and cost-effective manner, while reducing the demand on the armed services for deployment support. The DRC establishes predictability for employees by creating personalized customer service to assist in helping them become trained, equipped and prepared for their deployed position.

Collaboration amongst DIA directorates and the intelligence community (IC) is improving the way business is conducted in regard to deployment processing. Within the agency, the Directorate for Human Intelligence (DH) Deployment Branch relocated their offices to the DRC, and on a bimonthly basis DAE hosts meetings with all directorates to address current issues and needs. Across the IC, the agency is establishing partnership efforts with other combat support agencies to maximize joint training, collaborative deployment processing and cost sharing.

In keeping with the DIA mission, DAE is going to continue to create a high state of readiness among all employees and provide quality training, preparation and support to those deploying.



Transforming Information Management

By DH

The Directorate for Human Intelligence Trusted Wisdom Program Management Office (DH/TW PMO) has fielded the Human Intelligence (HUMINT) Online Tasking and Reporting (HOTR) system and the Defense Digital Interface (DDI). With a vision to transform information management within the defense HUMINT community, TW PMO focuses on accelerating the availability of real-time HUMINT and unifying HUMINT collector and analyst efforts with advanced information technologies in direct response to lessons learned.

Applying an aggressive development and release cycle, HOTR/DDI achieved initial operational capability on Nov. 30, 2005. Since then, eight major software releases have been fielded to support more than 15,000 worldwide users.

> "Whether defense intelligence is informing national policy or enabling command decisions, we remain acutely aware at all times that lives depend upon the accuracy, speed and thoroughness of our work."
>
> — LTG Maples, February 2008

Enhancements introduced in each release result from continuous dialogue with headquarters and field elements to ensure implementation of operational requirements.

HOTR/DDI provides globally accessible, end-to-end capabilities to collect, process and communicate HUMINT on-demand to warfighters, policymakers and support personnel enabling unprecedented HUMINT information superiority. HOTR enables instantaneous communication of intelligence information reports (IIRs), collection opportunities, requirements and evaluations. It has the only capability to embed digitized attachments to pre-planned collection operations, collection

DIA Plays a Part in Cybersecurity

By DI

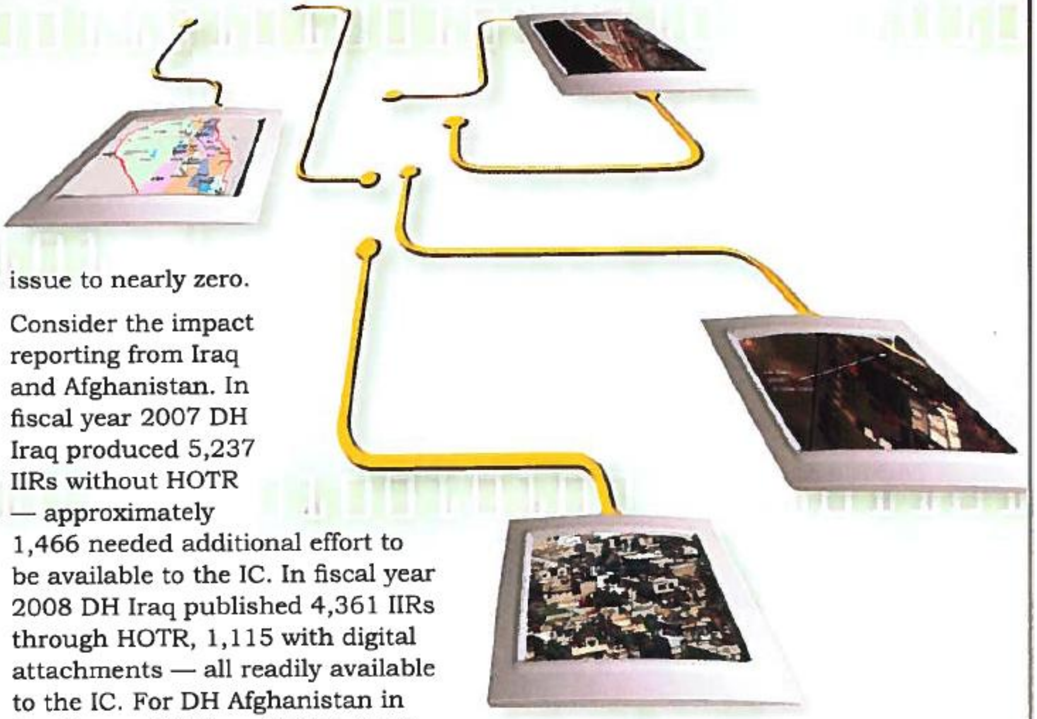
Hardly a week goes by without the news media reporting on a threat or actual cyber intrusion into the U.S. government networks and related information databases. U.S. adversaries certainly realize the asymmetric opportunities of cyberspace, and they aim to disrupt the American way of life. DIA analysts are playing an important role in ensuring unrestricted access to, and use of, cyberspace now and in the future.

In May 2007 President Bush directed the creation of the National Cyber Study Group (NCSG). The group was to develop a government-wide cybersecurity plan addressing the reality that the U.S.'s critical information systems — and the data that resides within these systems — are increasingly targeted for exploitation by a growing number of very sophisticated state and non-state actors.

"NSCG was a very intense 10-month volunteer effort that brought together people from more than 20 departments and agencies," said Richard Walsh, one of five DIA employees who served in the group. "It was exhilarating to see so many people from so many different offices come together with a common goal and an unwavering desire to succeed."

The crowning achievement for NCSG was the development of the Comprehensive National Cybersecurity Initiative (CNCI) and its approval by the president. CNCI provides a holistic approach to cyberspace activity spanning both defense and offense, as well as pursuing attackers through law enforcement. CNCI also addresses strategic foundational capabilities such as analysis, information assurance and governance that enable cyberspace activities.

"CNCI aims to establish a front line of cyber defense, demonstrate resolve to secure U.S. cyberspace,



requirements and IIRs. This first real-time, IIR, digital enclosure capability allows immediate access to pictures, maps, collected documentation and other digital media — a process that once took four to eight weeks.

With its transformational applications, HOTR/DDI enabled enforcement of mandated processes with a user-friendly interface for preparation of HUMINT reports, eliminating error-prone, repetitive manual processes. With data validation and automatic formatting, collectors now focus on the report content versus cumbersome formats required by out-of-date databases.

Based on a 2006 Directorate for Information Management and Chief Information Officer (DS) study, more than 28 percent of published IIRs required additional processing, such as retransmission or data manipulation, to be accessible to the intelligence community (IC). HOTR drove this historic data integrity issue to nearly zero.

Consider the impact reporting from Iraq and Afghanistan. In fiscal year 2007 DH Iraq produced 5,237 IIRs without HOTR — approximately 1,466 needed additional effort to be available to the IC. In fiscal year 2008 DH Iraq published 4,361 IIRs through HOTR, 1,115 with digital attachments — all readily available to the IC. For DH Afghanistan in fiscal years 2007 and 2008, 2,194 IIRs were produced through HOTR; 1,008 contained digital attachments.

The services and combatant commands are adapting HOTR to standardize HUMINT reporting and achieve greater surveillance and warning capability through improved collections. HOTR is also used by HUMINT consumers in the departments of Homeland Security, State and Treasury; CIA, National Security Agency and other members of the IC.

set conditions for long-term success and shape the future environment by securing the U.S. technological advantage," said Walsh. "Through the diligent efforts, imagination and teamwork of a number of DIA employees, the agency has been invited to contribute key critical enabling capabilities to an unprecedented federal program."

DIA, in cooperation with its mission partners at the National Air and Space Intelligence Center, National Ground Intelligence Center, Office of Naval Intelligence and U.S. Strategic Command, developed an all-source cyberspace analytic proposal that became one of seven CNCI "strategic enablers" — in this case increasing all-source predictive cyber analysis. DIA is the overall government lead for this strategic enabler.

The Directorate for Analysis (DI) is now moving ahead with developing a virtual cyber analysis capability that will interweave the cyber analysis of the individual organizations and provide a basis for interaction with our intelligence community counterparts, especially CIA, the National Security Agency, the State Department Bureau of Intelligence and Research, and the Department of Homeland Security.

LTG Maples recognized DIA employees in November 2007 for their community-level work on cybersecurity. Shown here: Maples, Willard Kelchner, Richard Walsh and Taylor Scott.
Photo by SrA Jaclyn M. McDonald, CS

Tripwire Analytic Capability

By DS

The process of analyzing mountains of data to find that "needle in the haystack" is a daunting task at best. To relieve a great deal of that analytic burden, the Tripwire Analytic Capability (TAC) tool was created.

TAC is a data management and processing system that enables analysts to more efficiently and precisely analyze and process large quantities of records and documents from numerous, disparate data sources.

The Web-enabled TAC is deployed to front-line intelligence analysts in Iraq and Afghanistan, who benefit from the depth of analysis at reach-back locations. The ability to see the questions other analysts are asking and the information they are discovering is a powerful tool that strengthens analytic rigor at the earliest point of hypothesis formation, which is critical to making correct intelligence assessments.

In a traditional data management system, data is received and stored for later querying. When analysts need data, they launch a query, which requires analysts to actively ask a question every time they need an answer. In an environment where analysts never ask the same question twice, this approach may make sense. Where analysts are largely interested in answers to the same questions over time, however, this places an undue burden on analysts to repeat themselves — limiting the number of questions that can be asked. It also slows response to situational changes because analysts don't get updates until they ask the question again.

John Kays, DI, discusses electronic intelligence analysis with Jon Young, DI, and visiting Australian Defence Signals Directorate analyst Rachel Beggs. *Photo provided by DI*

TAC's persistent querying of streaming and stored data allows analysts to write a given query once — TAC remembers it, and every other query, and applies each query to every piece of data as it's received. The system then alerts and highlights, in real time, any input that satisfies the queries.

Persistent querying also lets the system and analysts respond to situational changes as they are reported. With each new result for a given query, the system can immediately analyze trends in recent results and alert analysts to changes. TAC can also forward new results to analysts immediately, giving an up-to-date view of the world.

TAC maintains a complete history of hits against every query and provides a robust browsing interface to search through them. By clicking on any individual element, analysts can immediately call up the history of hits for a query.

The manner in which TAC displays documents and records provides another opportunity for high-quality analysis and collaboration. Each document or record is displayed with terms from matching queries in a highlighted font. When the mouse is hovered over a highlighted term, a tool tip is displayed, which contains a description of the query — e.g., the person, place or thing — and the contact information of the person who created that query. This opens two new lanes of discovery for analysts. First, analysts can immediately identify gaps in the body of queries by finding important terms that are not highlighted. Second, analysts can identify and contact colleagues with related interests.

TAC has already been successful within the Directorate for Analysis Joint Intelligence Task Force for Combating Terrorism (DI/JITF-CT) and the Defense Intelligence Operations Coordination Center (DIOCC), attaining overwhelming improvement in efficiencies in time spent conducting analytic research.

MSIC Expands Capabilities

By DI

Under the leadership of LTG Michael Maples, the Directorate for Analysis Missile and Space Intelligence Center (DI/MSIC) has seen enhancements that have clearly expanded the intelligence community's (IC's) ability to produce rapid, on-target scientific and technical intelligence (S&TI) assessments of foreign weapon systems.

MSIC is widely recognized for its expertise in assessing the details of threat weapon systems and producing models and simulations that are used extensively by weapons developers and warfighters. Under Maples, MSIC expanded this capability, particularly in the Joint Research Analysis and Assessment Center (JRAAC).

Mary Copeland, DI, discusses surface to air missile sensor characteristics in MSIC's Integrated Sensor Data Analysis Facility. *Photo provided by DI*

JRAAC is a unique modeling and simulation facility that applies cutting-edge technology to evaluate capabilities, limitations and vulnerabilities of threat systems in complex one-on-one and force-on-force simulation scenarios. JRAAC gives weapons developers the ability to test their U.S. systems against advanced threat weapon systems in a cost-efficient manner. As part of the Office of the Secretary of Defense's Information Operations Test Range, JRAAC connects with U.S. test assets at ranges across the country, as well as with models and simulations at other intelligence organizations such as the National Air and Space Intelligence Center (NASIC) and the National Ground Intelligence Center (NGIC).

Maples paved the way to expand JRAAC and apply this powerful test asset to warfighter problems. JRAAC is now conducting a community project with NASIC, NGIC and the Office of Naval Intelligence to evaluate scenarios for U.S. Pacific Command. JRAAC expects to expand the application to other combatant commands in the near future.

MSIC has also seen key expansion in their laboratory capabilities that allow rapid and high fidelity assessment of threat weapons hardware. Additions to MSIC's micro-electronics and materials laboratories have positioned DIA for the future in threat hardware analysis. These labs have state-of-the-art capability to conduct analysis of integrated circuitry and to conduct forensics analysis of entire missile components or tiny pieces of missile debris.

With the director's emphasis on collaboration, MSIC added a significant new level of analytical capability with the Integrated Sensor Data Analysis Facility (ISDAF). ISDAF is a unique multi-purpose laboratory where weapon system and data analysts can directly communicate with outside IC agencies, especially worldwide collection sites. The ISDAF operations team can also access sensor data collected on recent missile events of high interest, analyze large amounts of sensor data in a short time, and meet as a group to integrate their findings into comprehensive and detailed weapon system assessments.

MSIC's ability to provide warfighters, tacticians, policymakers, weapons designers, and the research and development community with the superlative quality scientific and technical intelligence has flourished during the past three years. The center's continuing success is due to the dedication of the men and women who work at MSIC, to the local leadership and, in no small measure, to the support given by Maples.

Interview with LTG MICHAEL D. MAPLES, DIA Director

By CP

2005

Nov.

First DIA Idol

DLOC moves to Maryland

Dec.

Since November 2005 LTG Michael D. Maples has led DIA through a period of transformation within the agency and the defense intelligence community. Prior to his departure, the Communiqué staff asked Maples to reflect on DIA's accomplishments, its changes and his final thoughts before leaving the agency.

COMMUNIQUE: *What accomplishment(s) are you most proud of during your tenure with DIA?*

LTG MAPLES: I am very proud of everything the agency has accomplished in the last three years. We have been successful in supporting ongoing combat operations while simultaneously bringing about significant changes in the agency that, I believe, will enable success in the future. When I came to DIA, the Department of Defense (DOD) had established a direction for defense intelligence. The Quadrennial Defense Review (QDR) detailed how DOD viewed intelligence, its importance and where it needed to go. There's a great line in the QDR that I've used often that says because of the changed strategic environment we find ourselves in, DOD needs less of a focus on ships, guns, tanks and planes and more of a focus on information, knowledge and timely, actionable intelligence.

LTG Maples showcased the various tools used in performing DIA's mission to Deputy Secretary of Defense Gordon England in July 2006. *Photo by Murray C. Milton, CS*

The department put into motion a series of initiatives to remodel defense intelligence to meet the intelligence needs of our combatant commanders. At the same time, the director of national intelligence published the National Intelligence Strategy and the 500 Day Plan. Bringing all of those pieces together really provided the direction that I've tried to take the agency.

Of course the real measure of success is whether DIA has made a difference. Ultimately for all of the effort that goes into intelligence, it really is what we produce and how it informs our commanders in the field and our decision-makers. Unquestionably, DIA has made a tremendous contribution to our national security, most importantly in the ongoing conflicts in Iraq, Afghanistan and the Global War on Terror.

The quality of our analysts and their understanding of the changed

2006

Jan.

Director's first townhall

March

LTG Maples welcomes new deputy director

First Crossing Boundaries

May

conditions in Iraq put us at the leading edge of the intelligence community (IC). I remember very clearly when our analysts were making the calls of changing conditions in Iraq well before others were, and they contributed an understanding of the changed dynamics of the situation. Over the course of time, our analysts have been right there with the leadership of Multi-National Force-Iraq, providing knowledge and intelligence that has made a difference to our commanders and to our forces in the field and contributed significantly to the success that's been achieved. This agency should be very, very proud of those contributions.

The Joint Intelligence Task Force for Combating Terrorism (JITF-CT) has done remarkable work in counterterrorism, particularly in support of U.S. Special Operations Command, Joint Special Operations Command and related task forces. The same has happened in other areas. It happened with North Korea with missile launches and their nuclear program; and with China and the modernization of their military and the SC-19 anti-satellite launch. To know that we had an analyst in this agency who predicted the day and the time — within five seconds — of when that launch was going to occur is remarkable. In fact, our analysts from every subject matter area are sought for their knowledge and expertise, in the community and throughout DOD.

Our human intelligence (HUMINT) collectors have provided information that can't be gained in any other way and enabled commanders in the field and our special operations forces. Our case officers, debriefers and attachés are true professionals who do a remarkable job in difficult and often dangerous environments. Our technical collectors have had spectacular successes in enabling operations both at lower tactical and strategic levels. The way that intelligence disciplines operate together in the field has revolutionized warfare. We are truly conducting intelligence-driven operations, where intelligence is not just informing, but is the basis on which operations are conducted. Intelligence warfighters are driving decisions, driving operations and producing consistently exceptional results.

LTG Maples gives Christmas gifts on behalf of DIA to a student at Malcolm X Elementary School. *Photo by Jerra T. Stubblefield, CS*

COMMUNIQUE: *How has the agency changed or improved as a result of Remodeling Defense Intelligence efforts?*

LTG MAPLES: The purpose of remodeling defense intelligence was to provide better support to our combatant commanders, enable greater access to the intelligence that we produce, and to provide a greater collaborative effort with our forces in the field. The agency has been quite successful in achieving each of these objectives.

The changes that have been set in motion and where we've taken them are pretty substantial. For

2006

MSIC's 50th anniversary

SASC hearing on Iraq and Afghanistan

2007

July

Sept.

Jan.

The Command Element staff and their guests at the 2008 Armed Forces Day Reception. *Photo by Murray C. Milton, CS*

example, in the analytic realm we've refocused the Defense Intelligence Analysis Program so that it better addresses the priorities of the combatant commands and is in better alignment with the National Intelligence Priorities Framework. The re-establishment of our defense intelligence officers is also very significant because it aligns us with the national intelligence officers and provides us with regional subject matter experts. Resolving issues over how elements of the defense intelligence enterprise focus their analytic efforts has certainly enabled us to become more effective.

In the realm of HUMINT, DOD has invested very heavily in creating additional human intelligence capability. In fact, by the end of fiscal year 2010, the department will have doubled the number of human intelligence collectors from what we had when the investment began. DIA was given a mission to create a human intelligence enterprise to leverage all of the capabilities of the department, to improve training and technology, and to establish common standards. The Defense HUMINT Management Office (DHMO) did a great job of getting the enterprise started, and we have now migrated those capabilities into our Counterintelligence HUMINT Enterprise Office within the new Defense Counterintelligence and HUMINT Center (DCHC). Additionally, the establishment of the HUMINT Training Joint

First Recognition of Excellence

DNI Mike McConnell visits DIA

Take Your Child to Work

March

April

June

Center of Excellence that provides advanced training to defense HUMINT personnel is making a huge difference for our commanders in the field. DIA's partnership efforts with CIA and the National Clandestine Service (NCS) are also very significant. Training, technology, standards and cooperation on mission have all made meaningful advances.

We have established a National MASINT Management Office (NMMO), to take on the responsibility of providing services of common concern for the IC. The Directorate for MASINT and Technical Collection (DT) has focused on science and technology and using experimental capabilities and technical collection methods that are already paying great dividends to the commands. These range from our abilities to collect on ballistic missiles, weapons of mass destruction and direct energy weapons, down to capabilities that support irregular warfare and homeland security efforts.

LTG Maples and LTG Hwang Eui-Don, KDIA director, discuss Korea/U.S. relationships during Maples' 2008 trip to Seoul, Korea. *Photo provided by KDIA*

The Defense Intelligence Operations Coordination Center (DIOCC) has gone through a significant evolution. You'll remember three years ago we were standing up the Defense Joint Intelligence Operations Center (DJIOC) and Joint Intelligence Operations Centers (JIOCs) at the combatant commands. Now the structure is integral to how we conduct the business of defense intelligence. As the DJIOC rapidly stood up and started to make an impact, and as the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) matured, it became clear that we could move to another stage by integrating the two into a single organization. The DIOCC allows us to look at the intelligence needs of the commands, develop collection strategies, do the collection management, and then conduct assessments of how successful we are in meeting the priorities of the commands. The DIOCC, together with the National Intelligence Coordination Center

Signing of the Joint Duty Plan

2007

June

Dining Out

Aug.

DEFENSE INTELLIGENCE DIGEST

Dec.

enables the IC and DOD to focus collection on our real priorities, link national to tactical and manage limited assets more effectively.

Our intelligence planning effort has become a robust capability aligned with the adaptive planning processes of the Joint Staff and DOD. Because of this, we can develop national intelligence support plans that will support theater campaigns and contingency operations of the commands. The DIOCC concept is being modeled in many ways by our partners, in particular our Commonwealth allies, who are developing organizational constructs that will integrate with what we have formed in the DIOCC.

For all of this to work, we have to have information technology that enables us to understand the data we have, where the data is and how the information can be leveraged. The DoDIIS enterprise has come a long way in establishing an enterprise-approach with standards, common tools and a service-oriented architecture that is critical to our ability to operate. With success has come greater demand for increased capabilities and collaborative tools. The tools that have been under development, such as A-Space and Tripwire, are powerful and are contributing now to DIA, the IC and the combatant commands.

We have recently established the DCHC, which is the next logical step in creating an enterprise approach to CI and HUMINT. It also gives us an organizational structure that enables us to work more effectively in a parallel construct with the commands and NCS. Counterintelligence is now a core discipline within DIA, and we are expanding DIA's abilities to conduct counterintelligence. Once again, DCHC enables an enterprise approach and provides a better ability to leverage all of the defense intelligence capabilities of the department.

The last area I'd comment on in terms of remodeling is the JIC/JAC MIP Implementation Study (JMIS). The study concluded that defense intelligence professionals should become DIA-administered employees as opposed to being administered by the various services, a situation that created differences between the commands. The effort led by the associate deputy director's team, with support from across the agency, has been marvelous and the transitions have gone amazingly well. JMIS implementation changes the dynamics of how we operate as a defense intelligence team around the world.

COMMUNIQUE: *What about improvements in other parts of DIA?*

LTG MAPLES: We've made significant advancements in many other areas of the agency. One in particular is our fill rate. The Directorate for Human Capital's (HC's) recruiting efforts and job fairs have done a marvelous job in bringing new highly qualified employees into DIA with the talent, skills and backgrounds this agency needs. The agency has greatly expanded and refined training opportunities with a tiered approach that provides individual training at every level of service in the agency — from new employees to the senior ranks. I think this investment in lifelong training for our employees will pay major dividends for the agency in the future.

Crossing Boundaries is an activity I'm very proud of. It provides a forum for members of the organization to contribute great ideas on how we can change the agency for the better. The success rate for implementation that we've achieved, around 47 percent with many ideas still being pursued, far exceeds the industry standard, which is only 2 or 3 percent. This

First $3,000 employee referral bonus

GDIP Fair

2008

Military Geospatial Technology

Geisboro parking lot opens

Jan.

March

is clearly reflective of the quality of ideas that are coming in from DIA employees and their willingness to see them through to conclusion.

There are other areas in which the agency has changed significantly. For example, our outreach programs, our engagement with Congress, our engagement with influence makers, and our ability to brief ambassadors before they go on post provides an understanding of the great talent in DIA and enables them to leverage our capabilities.

I'm proud of the arrangement we've made with the Bolling Child Development Center. I'm very pleased that we were able to put a policy in effect that enabled civilian employees to address their own physical fitness needs. Our get-togethers for employees, whether they've been ice cream socials, football rallies or picnics, have been a valuable opportunity for us to join together in a relaxed and enjoyable setting.

COMMUNIQUE: *What direction do you see DIA moving in the future?*

LTG MAPLES: With the world in the state that it is today, I believe we're going to be in this period of persistent conflict for some time to come. The needs of DOD and the nation for the skills of our intelligence professionals are only going to grow. I've said before, and am even more convinced of it now, that this nation relies on the armed forces of the United States to provide its security, and the armed forces of the United States are absolutely relying on our defense intelligence professionals. DIA is going to be at the heart of providing for the security of the nation for a long time to come.

COMMUNIQUE: *A majority of DIA employees are now outside of the National Capital Region. What does that mean for the agency?*

LTG MAPLES: It means that we have to operate and support a global enterprise. We've established an Enterprise Management Office and are developing enterprise management capabilities including forward deployed support coordinators — a person at each of the commands who employees can talk with to help facilitate and address problems. We have to recognize that the world and the enterprise operate 24 hours a day; the enterprise doesn't operate on Washington time. We've got to have contact capabilities, as well as an enhanced self-help capability so employees can go online and

get answers to their questions or register an issue. We are looking at best practices in industry to set up appropriate structures in DIA. DIA is managing a global enterprise and has to meet the needs of a global work force.

COMMUNIQUE: *Is there anything you wish you had more time for or that you'd like to see to completion?*

LTG MAPLES: I don't believe that an agency as dynamic as DIA, that

2008

CAPSTONE

April

Public Service Recognition Week

May

Ground breaking at Rivanna Station, Va.

Aug.

LTG Maples finds some fellow Cowboys fans at the 2008 agency picnic.
Photo by SrA Jacyln M. McDonald, CS

has to continually respond to the changing strategic environment, ever reaches a true end state. Likewise, processes and organizational changes rarely are completed in the tenure of one director. Things continue on, develop and evolve. It's a matter of making sure that the right actions are taken that will continue to develop capability, enable our support to the commands and provide for the welfare of our employees. Every day in this agency, something different occurs, a new challenge arises or we're given a new task to complete, and the agency has done a tremendous job of responding. In the larger sense, DIA has faced two major challenges — fighting the wars we're in and transforming for the future. Both had to be done simultaneously; both had to be successful. The people in DIA have responded to both challenges magnificently.

COMMUNIQUE: *In regard to your time with DIA, if you knew then what you know now, would you have done anything differently?*

LTG MAPLES: DIA is on the right path. My road of discovery has been one of how great this organization is, how great the people are and what a difference they really do make. In fact every day, I find out things that this agency is doing, or people have accomplished, that are absolutely incredible. Recognizing the excellence of our people and their accomplishments has been very rewarding.

COMMUNIQUE: *In your first interview with the Communiqué, we asked you the very important question of Redskins or Cowboys? Have you changed your mind?*

LTG MAPLES: Not a bit! I've always got my Cowboys jersey ready to go. I think the rivalry helped bring out the Cowboy spirit around here and helped me meet some really great fans for both teams — and I sure have enjoyed the tailgate parties!

COMMUNIQUE: *Any final thoughts as you reflect on your three years with DIA?*

Service in this agency is both an honor and a pleasure. It's an honor because the work that DIA does is critically important to the security of the nation. No matter what job an individual in this agency has, everyone is contributing to the ability of the agency to fulfill its mission to the department and to our nation. I do believe there is a commitment in DIA to excellence in defense of the nation — those are more than just words. The people in DIA make a huge difference for all of our soldiers, sailors, airmen, Marines and civilians that our nation has called upon to defend our national security interests. Service to the nation is a tremendous calling.

CIFA & DCHC integrate

DCIPS

JMIS
Completed

Sen. John Warner visits

Sept.

Oct

Dec

> "DIA is operating as a diverse, multifunctional global enterprise. We must ensure that we have the management programs and processes in place to ensure the success of our employees."
>
> — LTG Maples, March 2008

BRAC 2005 — Progress Accelerates and DIA Adds New Responsibility

By DA and HC

In the summer and fall of 2008, progress continued on DIA's three base realignment and closure (BRAC) fronts, with several significant milestones being achieved for each action.

Recommendation 167 relocates select DIA analytical functions to the Joint-Use Intelligence Analysis Facility (JUIAF) at Rivanna Station in Charlottesville, Va., for collocation with like functions of the National Ground Intelligence Center. The design and related planning activities under the JUIAF design-build contract have progressed. On Aug. 12 a ceremonial groundbreaking event was held for the JUIAF. LTG Michael Maples presided and Congressman Virgil H. Goode Jr., from the 5th District of Virginia; greater Charlottesville community members; DIA and Army leadership; and mission partners attended. Facility construction began Aug. 18 and remains roughly on schedule for completion in March 2010, with personnel occupancy beginning that summer.

Maples identified the DIA organizational elements that will accompany the Directorate for Analysis' Military Forces Analysis Office (DI/MFA) to Rivanna Station. Portions of DI's Counterproliferation Support Office (DI/CPT) and the Defense Warning Office (DI/DWO), as well as the Directorate for MASINT and Technical Collection Office of Forensic Intelligence (DT/DTK) and elements of the Office of Science and Technology (DT/DTT) also will relocate.

In order to keep the work force informed about BRAC decisions, employee townhalls and a Community Day were held in the fall. Another Community Day is planned at the DIAC in mid-March, where representatives from the greater Charlottesville area will be on hand to answer questions.

Donna Miller, DA; Chief of Staff Phil Roberts; Debra Moore, DA; and James Connors, IE, join in the celebration at the Joint-Use Intelligence Analysis Facility groundbreaking ceremony in Charlottesville, Va. *Photo by Gary L. Fike, CS*

On Aug. 3, with the transition of the Counterintelligence Field Activity (CIFA) to the Defense Counterintelligence and HUMINT Center (DX), DIA inherited CIFA's implementation responsibilities for BRAC Recommendation 131. Under this recommendation, former CIFA, now DIA, components will relocate counterintelligence functions from several locations around the National Capital Region and Maryland to the Military Departmental Investigative Agency (MDIA) facility at the Marine Corps Base Quantico, Va. DIA counterintelligence components will join other Department of Defense (DOD) investigative agencies, including the Defense Security Service, Air Force Office of Special Investigations, Naval Criminal Investigative Service and Army Criminal Investigative Command. The MDIA design and construction are both well under way; site clearing

North Elevation

Above - An architect's concept of the Fort Meade, Md., facility from the architect firm Hayes, Seay, Mattern and Mattern, Inc.

Left - Artist rendering of Rivanna Station in Charlottesville, Va.

began in August and the ceremonial groundbreaking occurred Nov. 24, with MG Theodore Nicholas, director of DX, representing DIA.

Recommendation 130 relocates DIA's central adjudication activity, along with all other DOD clearance and adjudication activities to Fort Meade, Md. The design phase was completed, and the U.S. Army Corps of Engineers, Baltimore District released the request for proposal for construction of the facility in late September and awarded the construction contract in late February. While DIA will only occupy approximately 4 percent of the facility, the agency plays a significant role in the design and is the accreditation authority for any sensitive compartmented information facilities.

To stay current on personnel-related actions, please continue to monitor the Directorate for Human Capital (HC) Web site on JWICS at http://hc.dia.ic.gov/homepage/hc/civilian/brac/. This Web site contains BRAC-related information about affected employees' entitlements and benefits, salary comparisons, frequently asked questions, and both classified and unclassified links to other helpful Web sites.

Transition to a New Accounting System

By FE

In collaboration with the Office of the Director of National Intelligence (ODNI), DIA is working to comply with provisions of the Chief Financial Officers (CFO) Act. This act professionalized the role of executive branch CFOs and set out clear responsibilities to produce auditable annual financial statements similar to those required of top private sector organizations.

One important part of DIA's compliance with the CFO Act hinges on close collaboration with the National Security Agency (NSA), our key financial management business partner, for a smooth transition to a new financial system. The Financial Management Solutions/Financial Accounting and Corporate Tracking System (FMS/FACTS) is essential to modernize DIA's financial management practices. The staff in the Office of the Chief Financial Executive (FE) has been working hand-in-hand with NSA for the past year to identify user needs and coordinate planning for a system that will meet DIA requirements as well as government standards for financial systems.

Many federal agencies have failed to earn "clean" audit opinions in the past because their aging financial systems were not designed to produce timely and accurate financial statements in compliance with current accounting standards. We are moving away from an era of simple spreadsheets to more complex reporting requirements, and updating our systems capability is essential for us to do the job. FMS/FACTS is helping to create efficiencies in our work processes by reducing the need for time-consuming manual calculations and streamlining financial reporting efforts. These enhancements typically free up staff time for higher-level analytical projects that can produce more useful information for managerial decision-making. This is an important step in the ongoing professional development of DIA's financial and resource management work force.

Changing DIA One Idea at a Time

By CS

During the last four months of 2008, Crossing Boundaries welcomed more than 700 DIA employees to its sessions in the Tighe Auditorium, in addition to video teleconference sites from combatant command and DIA facilities around the world.

The last two-and-a-half years, LTG Michael Maples has opened each Crossing Boundaries session by emphasizing the value of sharing ideas that help improve DIA. In the November 2008 session, he stressed the value of improving opportunities for each employee's ability — and in turn DIA's overall ability — to improve support to the warfighter, counterparts and policymakers.

The director's co-host, Nancy Scott, chief of the Equal Opportunity Office (EO), introduced November's theme, "Overcoming Barriers to Reaching Your Career Goals," and asked the audience for their ideas. With that, the session started like all others: with a brief silence and an invitation from the director — "The mikes are open."

Within moments an individual approached the microphone and shared her idea to include non-discrimination for gender identity and gender expression in training for managers. Throughout the hour the director listened to each idea, engaged opinions from employees and senior leaders in the audience, and asked the "idea owners" to follow-up with their suggestions. By the end of the session, employees from the DIAC, Missile and Space Intelligence Center (MSIC), several combatant commands and the Western CONUS Regional Service Center proposed half-a-dozen new ideas to improve deployments, recruiting and supervisor training.

Left - Sarah Shores, HC, comments on an idea at the July 2007 Crossing Boundaries session.

Below - Zeke Wolfberg, CS, kicks off the director's monthly Crossing Boundaries session. *Photos provided by CS*

How does Crossing Boundaries work? It's simple — first a DIA employee, who believes the agency can do better, proposes an idea for improvement. Second, that employee works with colleagues to develop a specific policy or capability change. The employee defines the problem, the solution and the approach to the solution. No one inhibits the process nor rules out ideas. Crossing Boundaries operates as a "knowledge marketplace" and lets the best ideas survive.

What kind of results does Crossing Boundaries produce? As of December 2008, 273 DIA employees submitted 366 ideas, and overall, 48 percent of the ideas have resulted in positive change for the agency. Many other ideas remain a work-in-progress, and only 6 percent have not resulted in change.

Not only are these statistics a testament to the excellent quality of ideas that employees create, but how each employee takes

ownership of their idea as they prepare for leadership's decision.

Crossing Boundaries has raised the quality of DIA's intelligence and work-life balance for its employees and has become a model for performance improvement in the federal government. Here are some examples of what Crossing Boundaries has positively impacted:

- Deployments
- Crisis response at home and abroad
- Collaboration, communication and coordination
- Recruiting, retention, career development and learning opportunities
- Knowledge and expertise sharing
- Analytic tradecraft
- Analyst-collector integration and feedback
- Information sharing within DIA and across the intelligence community

Do you have an idea to improve operational effectiveness at DIA? If so, call Crossing Boundaries at (202) 231-3066.

Equal Opportunity for All

By EO

The staff and leadership of the Equal Opportunity Office (EO) have been devoted to upholding LTG Michael Maples' personal commitment to the principles of fair and equal employment opportunity at DIA. During the last three years, EO has radically transformed the services and programs that support the director's vision of creating an optimal work environment that embraces an atmosphere of inclusion, free from unlawful discrimination.

The DIA leadership commitment to its work force is simple: protect the civil rights of employees and applicants; educate the work force on their rights and responsibilities, value individual differences and appreciate how diversity enhances DIA's capabilities; and preserve employee trust in the integrity and fairness of DIA's employment policies, practices and procedures.

Nancy Scott, chief of EO, and her team have consistently re-evaluated, expanded and transitioned EO's portfolio consistent with Maples' vision. EO now has workplace development consultation services; military equal opportunity and reasonable accommodation programs; complaints management; conflict resolution services; and an outreach and communications capability to support the agency's global work force.

Below are a few of the initiatives that demonstrate Maples' support for equal employment opportunity and diversity at DIA.

DIA increased "the best and brightest" recruitments in order to ensure that succession-planning processes generate a diverse pool of candidates who will fill future key roles and positions at DIA. Early in each fiscal year, Maples reviewed agency hiring statistics and monthly progress reports in order to set and attain an effective strategy to hire individuals that mirror global transformations. To that end, DIA is first in the intelligence community in minority representation, hiring and promotions.

DIA built relationships that will sustain a results-focused work force with a broad range of skills. DIA leadership recognize how mission success is met by the thoughtful recruitment, development and retention of a staff with cognitive diversity; and

continued >>

> "The strength of this organization is the people."
>
> — LTG Maples, December 2006

managers and supervisors actively seek and remove physical and social barriers. This leveraging of diverse capabilities has further enabled DIA to transform collection into a horizontally integrated, persistent surveillance capability through a distributed network linking intelligence disciplines.

The DIA Reasonable Accommodation Program led the way with wheelchair ramps at the Missile and Space Intelligence Center (MSIC), wheelchair accessible elevators in the DIAC, video-phones for deaf employees and sign language interpreting support to all time zones, including support for DIA's 24-hour watch. DIA led process improvement so that leadership from the acquisition executive, information technology and mission support areas collaborate in administering the healthy work environment, ensuring all ergonomic needs are fulfilled.

Through initiating strategic partnerships with presidents, deans and other senior officials at key minority academic institutions, DIA has enhanced its minority recruitment capability and outreach to tap those institutions' research and analytical talents. As a direct result, DIA strengthened its affiliation with historical black colleges and universities, the Hispanic community and other minority institutions. In addition, the DIA Partnership in Education Program in both the National Capital Region and Huntsville, Ala., has provided agency volunteers to tutor and mentor students, shaping the future of young people in our local communities.

If you are interested in learning more about how EO can help your organization to better accomplish its mission through an optimal environment for all employees, please call (202) 231-8178 or DSN 428-8178.

Keeping It a Private Matter

By DA

The Privacy Program at DIA has had significant success in adopting measures to protect the privacy of agency employees in accordance with Executive Order 12333, which stresses privacy and civil liberties. Although the Privacy Program has been in existence for decades, only recently have issues concerning privacy come to the forefront. With so much attention focused on the protection of personal information, the Directorate for Mission Services Records and Privacy Act Services Branch (DA/DAN-1C) continually strives to educate the work force in order to raise awareness and implement various procedures that enhance protection of information and mitigate actions that may cause improper collection or compromise.

In order to raise awareness to the protection of personal information, the Privacy Act Training Course, which is currently available through the Joint Intelligence Virtual University (JIVU), has an annual completion requirement for all agency personnel.

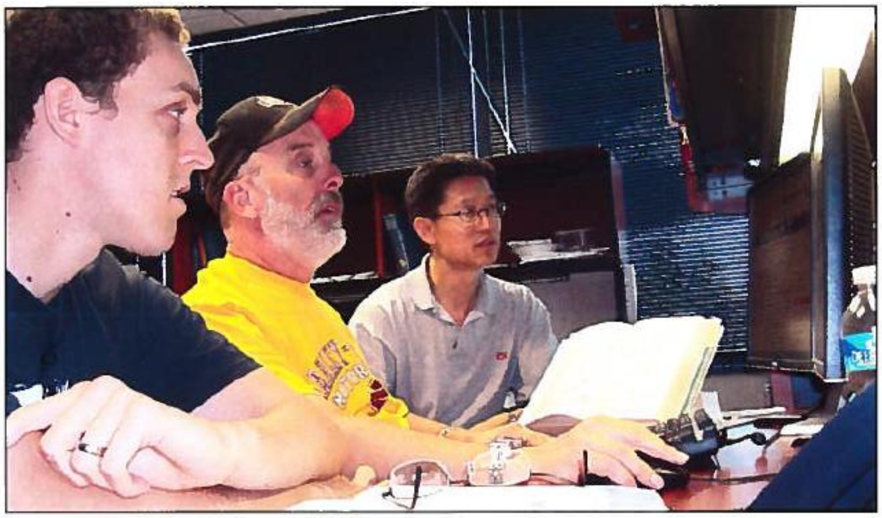
DAN-1C has also initiated a process to review methods utilized by DIA to collect Social Security numbers (SSNs). The focus was directed at "DIA Controlled Forms." All DIA forms were evaluated to ensure SSNs are collected in accordance with an executive order and/or statutory requirement. Additionally, the evaluation included the existence of an appropriate privacy act statement (PAS). When asked to provide personal information about oneself on a form, a PAS ensures that the person's rights under the Privacy Act of 1974 are made available. The statement should include:

- The specific federal statute or executive order authorizing the collection of the requested information.
- The principal purpose(s) for which the information is to be used.
- The routine usage that will be made of the information.
- An explanation of whether the information is voluntary or mandatory.
- An explanation of what will happen if an individual chooses not to provide the requested information.

These actions have resulted in a more secure program and greater privacy protection for the DIA work force. The privacy staff will continue to keep employees aware of processes in place to protect personal information. Please visit the Privacy Office Web site on JWICS at http://www.dia.ic.gov/homepage/da/records/ra/#Ref for a comprehensive view of the agency privacy program. For questions or concerns regarding the Privacy Act Program, please contact DAN-1C at (202) 231-1193.

Meeting DIA's Foreign Language Need

By HC



Marque Nelson, Ryan Ring and Dr. Yang Wen, Chinese and Russian linguists, collaborate on a project. *Photo provided by DH*

DIA's Foreign Language Program has made significant progress in the past three years. In 2005 barely 300 DIA civilians qualified for Foreign Language Proficiency Pay (FLPP), with about 175 drawing FLPP for a critical language. Today, there are more than 1,200 instances of DIA personnel who have qualified for FLPP, with more than 500 speaking one or more critical languages.

In December 2006 foreign language program guidance was published, and a $3,000 bonus was instituted for referring applicants with critical language skills. To date, seven critical foreign language bonuses have been issued; ten $1,000 bonuses have been given for referring individuals with any other language skills.

The DIA Foreign Language and Regional Expertise Steering Committee, chaired by the chief of staff and consisting of senior representatives from each directorate and special office, now provides enterprise-level guidance to the foreign language program.

DIA conducted an office-by-office assessment of the need for foreign language and regional proficiency, and a language capability index was developed and fielded. The index allows leadership at all levels to compare the foreign language and regional proficiency skills of their work force to their need for individuals with those skills. This will allow leaders to make more informed decisions about recruiting and language training efforts to meet mission requirements.

DIA CRITICAL LANGUAGES

- Arabic — all qualifying dialects
- Chinese — all qualifying dialects
- Indonesian
- Japanese
- Korean
- Pashto
- Persian Afghan — Dari
- Persian Iranian — Farsi
- Russian
- Serbian-Croatian
- Urdu

DIA has made great strides in foreign language testing, training and technology. For example, the Foreign Language Testing Facility opened in early 2007 and now conducts about 240 test sessions each month for DIA personnel in the National Capital Region. An initiative is underway to use mobile testing teams to offer the Defense Language Proficiency Test (DLPT) to our worldwide work force. In addition, assessment tests are being developed to make informed decisions about the language skills of applicants and those wanting to take advanced language training, without overexposing DLPT.

Foreign language training opportunities at DIA now include several month-long, intensive intermediate and advanced courses taught by mobile training teams from the Defense Language Institute Foreign Language Center. Other opportunities include immersion courses abroad and iso-immersion courses at national flagship language programs in the U.S. The recently opened language lab in the DIAC provides ready access to a variety of language learning tools, offers a venue for the agency's Dialogue language groups and facilitates language instruction. Language technology has also seen increased focus, with the creation of a DIA Human Language Technology Council to coordinate efforts across the agency.

Although the Directorate for Human Capital Foreign Language Management Office (HC-FL) is less than three years old, it is diligently working to ensure that the foreign language program meets the needs of the DIA work force.

Preserving the Past, Informing the Present

By DA

LTG Michael Maples' tenure has been a transformative period for the Directorate for Mission Services (DA) Historical Research Program Office. New staff, missions and capabilities produced an enhanced vision and expanded the range of contributions to the agency mission. This new vision embodies a series of research, writing and curatorial initiatives organized around three primary mission areas: to conduct historical research and analysis supporting the DIA mission; to develop and preserve the institutional memory of DIA; and to promote historical awareness among the DIA work force.

In 2008 the History Office published the first comprehensive and classified study of the Iraq Survey Group (ISG), "Find, Exploit, Eliminate: The Iraq Survey Group from Weapons of Mass Destruction to Counterinsurgency." Arriving on the fifth anniversary of the ISG's creation, the study identifies lessons of interest to policymakers, analysts and warfighters. Ongoing research includes a history of DIA support to the Global War on Terror, a history of DIA during the Cold War, a study of DIA's counterterrorism efforts in the 1980s and 1990s, and a study of intelligence sharing in Afghanistan.

Economy
Coffee, Tea and Qat
AL-FATEH
REVOLUTION
UNTIL VICTORY

The Middle Eastern Culture Exhibit in the DIAC. *Photo by Brian D. Nickey, CP*

To promote historical awareness, the office prepared a number of exhibits to explain the history of DIA and illustrate regional cultures around the globe. New initiatives also develop and preserve the institutional memory of the agency, such as an oral history program and a pamphlet on past DIA directors and deputy directors. Other educational products include the annual defense intelligence history calendar, an overview brochure of DIA's history, and a Web site providing access to a wide range of historical information and products.

The History Office is involved in numerous collaboration initiatives across the agency and the intelligence community (IC) historical community. Knowledge of history and historical trends are important components of intelligence analysis, and DIA historians enjoy new opportunities to collaborate with analysts. The agency's historians also assisted in the development of the IC Directive 108, Intelligence Community History Programs, an important directive recognizing a need for IC agencies to document and learn from history. As part of this effort, the History Office recently launched an initiative to prepare short

Achievements in HCL

By HC

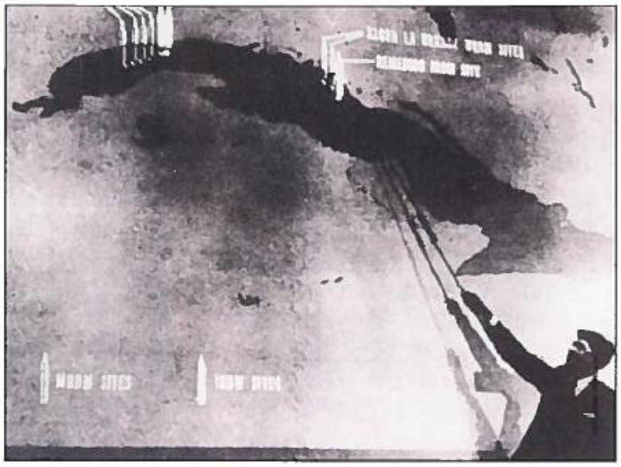
DIA has seen remarkable learning achievements as the Directorate for Human Capital Office of Learning and Career Development (HC/HCL) developed the strategic partnerships and personal relationships that define our success. The basic principle has been that the customer sets the requirement, and the HCL team develops and delivers the best learning solution for the specific audience. HCL's successes build upon each other as our reputation, customer reach and enthusiasm soar to new heights. Below are a few of our significant successes.

HC's Joint Military Attaché

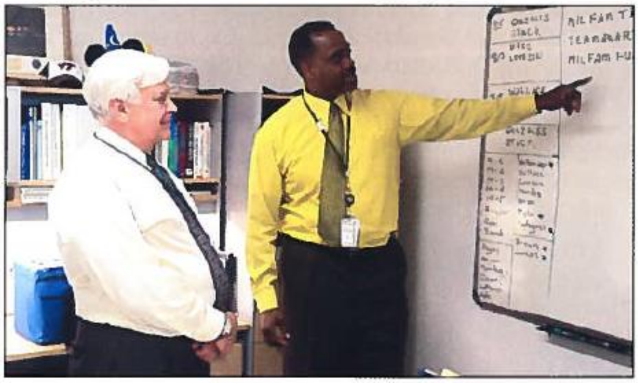
articles on historical subjects for publication in the Defense Intelligence Digest. The articles present historical perspectives on issues relevant to some of today's national security and intelligence challenges, and will be of interest to IC leaders, analysts and policymakers.

In addition, the History Office is working closely with the IC Lessons Learned Center on two research projects that demonstrate DIA's commitment to enhancing collaboration across the IC and supporting a lessons learned process that will improve IC performance — and reduce the cost in blood and treasure — in future conflicts. The History Office has also partnered with the Directorate for Analysis Research Director (DI-RD) to organize a speaker series featuring monthly talks by prominent historians, analysts and other subject matter experts on historical subjects relevant to some of today's national security and intelligence challenges.

History offices throughout the government play an important role in documenting agency history, educating the work force and supporting agency missions through targeted and relevant historical studies. During the last three years, the History Office has made great strides in each of these areas.



John T. Hughes, special assistant to the director of DIA, appeared on national TV in February 1963 to brief the American public on the Cuban Missile Crisis, which had occurred the previous fall. The deployment of Soviet strategic missiles to Cuba in 1962 was the first major crisis in which DIA participated. *Photo provided by DA*



Len Rivet and Cornelius Hayes, both HCL, discuss JMITC training requirements. *Photo provided by HC*

School (JMAS) is the first organization in the intelligence community (IC) to acquire both Council of Occupational Education accreditation and International Association for Continuing Education and Training certification. In 2007 JMAS started training the first group of DIA civilian attachés and defense liaison officers, who often fill in as a defense attaché during unforeseen vacancies. The school will also be fully funded for its baseline budget for the first time in fiscal year 2009.

Gemstone, the DIA leadership and professional development program, is flourishing. The program has successfully helped more than 100 employees expand their professional development by building core leadership competencies, establishing critical networks and interacting with corporate leadership at DIA. The Gemstone Advanced course for DIA leaders at PB-5 has enrolled 16 managers representing 10 DIA directorates and two combatant commands.

In 2008 DIA entered into a partnership with IBM and the Harvard Business School to design and deliver a professional development program built around IC leadership competencies considered critical for success. The pilot program included 47 participants representing DIA, combatant commands and other IC agencies. Learning is facilitated through a variety of approaches, from independent self-study and projects, to an on-the-job application of skills. The program is considered a model for blended and collaborative learning and professional development.

The Joint Military Intelligence Training Center (JMITC/HCL-5) and the Civilian Operations Division (HCH-1) worked together to create a unified, streamlined Gateway program for incoming DIA employees. The revised Gateway program addresses administrative

continued >>

requirements within the context of creating a culture of collaboration, teamwork and networking.

Tomorrow's Intelligence Professionals (TIP) was built on the post-Sept. 11 emphasis of breaking down divisions within the IC and individual agencies. It has evolved into a highly successful five-week program. During the JIC/JAC MIP Implementation Study transition, TIP included new DIA employees from the combatant commands. Additionally, new employees from the National Reconnaissance Office and National Security Agency (NSA) have enrolled in TIP and have expressed 100 percent satisfaction with program structure and goals.

HCL established a core-competency entry-level training program for national-level DIA analysts and theater-level combatant command analysts. It incorporates Office of the Director of National Intelligence standards of analytical tradecraft, and the curriculum has become a model for the IC.

In July 2006 JMITC fully integrated information systems courses into the curricula of several important course offerings, including: the Defense Intelligence Strategic Analysis Program-Level I, Intelligence Collection Managers Course and Fundamentals of HUMINT Targeting.

In October 2007, after close coordination among DIA, CIA, NSA and the National Geospatial-Intelligence Agency, JMITC sent a mobile training team of subject matter experts in critical thinking and collection capabilities to Taji, Iraq, for 42 days in support of Multi-National Force-Iraq. The team trained more than 60 Iraq nationals to help establish intelligence collection prioritization and management policy for Iraq.

HCL's Liz Lawson and SFC George Glenny prepare to present a training session for the commands from the virtual classroom studio at the DIAC. *Photo provided by HC*

DIA's Best Kept Secret

By DA

Records management (RM) is not typically a subject that garners a lot of conversation. There are certainly many people who are aware of the DIA RM Program, but for the most part, RM analysts (RMAs) are DIA's best kept secret — but that's all about to change.

RM is defined as the planning, controlling, directing, organizing, training, promoting and other managerial activities related to the creation, maintenance and use, and disposition of records to achieve adequate and proper documentation of federal policies and transactions.

The RM Program in the Directorate for Mission Services (DA) has undergone much transformation during recent years. Currently the RM team is working to bring the agency into compliance with DIA Instruction 5015.001, RM Program. The goal is to coordinate with DIA offices to provide training, increase awareness and ensure compliance with federal laws and regulations applicable to creating, maintaining, using, preserving and disposing of records. Part of the program is to have RMAs visit offices to inquire about office file plans or perform assessments of current file management practices. These processes are enforced to ensure higher accountability for records produced by the agency, and to better protect records and information that are produced as an agency.

The most recent and groundbreaking RM initiative is an electronic record keeping capability. Plans are in progress for an electronic records management system, which will seamlessly integrate RM tasks into daily functions. Once complete, this will lessen the burden of tasks on end-users and ensure appropriate record keeping business practices are utilized.

In order to facilitate this initiative, RMAs will communicate with each office and ensure that correct file plans are being maintained and proper record keeping practices are carried out. While good RM practices require a little extra effort up front, in the end they will allow each office, and each employee, to carry out the agency's mission with greater effectiveness.

Compliance with existing policies will pave the way for the move to the electronic format. The automated process will allow for management of large volumes of records, enhance management of hard-copy records and enable more efficiency in supporting decision-making.

For more information about the RM Program, please visit http://www.dia.ic.gov/homepage/da/records/ra, or contact an RMA in the Records Management and Privacy Branch (DAN-1C).

Maples' Imprint on the Office of the Inspector General

By IG

As LTG Michael Maples' time at DIA draws to a close, we reflect on the leadership and support that he provided to the Office of the Inspector General (IG).

Like many organizations in DIA, IG changed a lot during the past three years, and with the director's support, many positive changes were possible. During a period of unprecedented growth for DIA, IG grew in both scope and size. IG completed significant, intelligence community-wide projects and worked with the other directorates to introduce process improvements throughout the agency.

IG's Roland Jackson, demonstrates proper evidence handling procedures to co-worker Marie Grey, in the evidence room. *Photos provided by IG*

The director has been a consistent advocate for IG to perform comprehensive oversight and encouraged several initiatives within the office. IG established a Procurement Integrity Program to emphasize integrity in contracting as part of the larger National Procurement Fraud Task Force within the Department of Justice. IG spearheaded a joint duty program among the intelligence community (IC) offices of inspectors general to foster collaboration. In addition, IG participated in numerous IC-wide projects, such as a review that the director of national intelligence led on the procedures of maintaining terrorist watch-lists.

IG saw firsthand how much Maples cares about DIA and its employees. His visit to our office and attendance at the annual IG picnic demonstrated the interest he took in DIA's work force and were highlights for the IG staff. During the 2008 IG annual picnic, we got to see Maples' sense of humor as our own IG Elvis impersonator rode in on a motorcycle and interrupted his speech.

Each of the projects that were completed during the last three years reflects IG's mutual commitment to integrity and excellence in DIA and the enterprise. For IG, Maples' legacy is that of a leader who demonstrated a willingness to innovate the leadership and actualize those innovations, and an unwavering commitment to our agency. Maples is a leader who cares about us as individuals and took time out of his schedule to show us his interest and support.

The "King" of IG: Investigator Keith Jarman, as Elvis, and LTG Maples at the 2008 IG picnic.

Work-Life Programs Ease Stress of Employees

By HC

DIA is committed to creating a culture of support for employees on both a personal and professional level. DIA leadership is able to demonstrate this commitment to employees through its Work-life Services.

Work-life is the term used to describe a group of programs and services that promote flexibility in the work force. These programs are structured to help employees maintain balance between their personal and professional lives. Recognizing the benefits of work-life services, DIA has implemented several programs to increase the satisfaction of employees trying to maintain a balance between work and personal demands.

Megan, a DH spouse, watches her daughter, Makayla, make crafts while they wait for a VTC with her husband who is deployed to Afghanistan. *Photo by Judy A. Pike, DH*

I Love You
Dad

Deputy Director for HC John Allison helps dedicate new child care spaces for DIA children at the Bolling Child Development Center in August 2008. *Photo by Tina Bucton, CP*

Alternative work schedules are one of the many options DIA has that allows employees to juggle their work and personal responsibilities. As part of alternative work schedules, employees have the ability to work either a flexible or a compressed work schedule.

Another program recently added to contribute to the working professional's many needs is Worklife4You, a concierge-like service which provides information, education and referrals to resources in the local community. In addition, DIA implemented a Civilian Fitness Program. This program is designed to help civilian employees maintain better health and physical fitness by permitting them to do cardiovascular and strength training up to three hours a week during the duty day.

DIA employees are also eligible to request a change from full-time work to a part-time schedule. Part-time is defined as work between 16 and 32 hours per week and can be requested by civilian employees up to a PB-5. DIA also offers a Telework Program. Through this program, employees who can perform at least 10 percent of their job on NIPRNet can request through their supervisor, permission to work at least one day per-pay-period from an alternate location, alleviating the potential for the stress that often comes from driving in traffic.

DIA's Work-Life Services has also initiated programs tailored to help working families. The agency has five dedicated stork parking spaces for expectant mothers in their last month of pregnancy, and there are also fully-equipped nursing mother's rooms located in the DIAC and Clarendon. Finally, DIA's newest addition to work-life programs is the agreement for child care services with the Bolling Child Development Centers I and II. This partnership provides DIA employees with 42 priority child care slots.

DIA's Work-Life Services is committed to improving the balance of employee's work and personal lives. By providing these programs and services to employees, DIA has created a win-win scenario for the employee and the agency.

For more information, please contact the Directorate for Human Capital Office of Human Resources (HC/HCH) Work-Life Services at (202) 231-3400 or 3868. You can also visit the Work-Life Services Web page at http://hc.dia.ic.gov/homepage/hc/civilian/eap/workLifeServices.html#Products.

> "Recognizing the excellence of our people and their accomplishments has been very rewarding."
>
> — LTG Maples, February 2009

DAL's Commitment to Mission Support

By DA

The agency has made many facility changes during the past three years. The DIAC was improved with the construction of the expansion building, as well as renovations to the cafeteria and Bowman Room. Other changes required long-term strategic planning, such as the challenges of accommodating a work force growth of 1,000 new civilian employees per year or the recent departure of the Office of the Director of National Intelligence from the DIAC.

In 2006 two operations centers located on the DIAC sixth floor focused on similar missions, but were manned separately under the command of two different elements. Under Maples' direction, the Directorate for Mission Services Office of Engineering and Logistics Services (DA/DAL) renovated the area to combine the centers to operate as one. This integration of efforts created a world class knowledge hub that is more efficient, encourages more real-time communications and promotes faster transfer of ideas and solutions.

DIA's Global Intelligence Operations Center. *Photo provided by DJ*

Carved out of the existing Defense Joint Intelligence Operations Center (DJIOC), the Global Intelligence Operations Center (GIOC) required cutting-edge technology in addition to specialized equipment and furniture for approximately 30 people in the 24/7 facility. Upgraded air conditioning and ventilation systems were installed for housing more robust electronics, while creating a comfortable workspace for personnel. Unique sound panels were installed to dampen noise levels and distractions for operators and specialized lighting was used to maintain safety in the dimly lit area.

DAL's Luis Ayala, Nick Vamvakias, and Frank Vito, examine the DIAC's emergency backup generators. *Photo provided by CP*

The Office of Facility Engineering (DAL-1) was responsible for the design and project management of the new facility, and they worked closely with the architects, engineers, installers, technicians, and furniture and equipment vendors to deliver a high-quality project on a very tight schedule. In the end the GIOC was occupied on time in late December 2007 and on budget. Maples' vision of a unified operations center had come to fruition.

Lean Six Sigma Goes on the Road

By CS and DS

> "Regardless of which directorate you work in, by contributing your very best, you are helping DIA fulfill its important responsibilities."
>
> — LTG Maples, October 2007

DIA maintains operations around the globe, with close to half of the agency's civilian and military work force stationed outside of the National Capital Region (NCR). For these employees, professional development can be a challenge as there are fewer in-house training opportunities available. In many cases, non-NCR employees wishing to attend a specific course must travel to Washington, D.C.

The agency's Lean Six Sigma program, with its goal of training 5 percent of DIA's work force as Green Belts, is now facing that challenge. Since the program's inception in 2005, the Office of the Chief of Staff Performance Management Division (CS/CS-3) has trained more than 300 Green Belts, including a handful of participants from outside the NCR.

CS-3 has teamed up with the Directorate for Information Management and Chief Information Officer (DS) to take Lean Six Sigma training on the road. Mobile training teams, with instructors from both CS-3 and DS, are bringing Green Belt and Champion training to DS's regional service centers (RSCs) around the world. Training events have been conducted at the Pacific RSC in Honolulu; Western CONUS RSC in Colorado Springs, Colo.; and the Southeast RSC in Tampa, Fla.

Individuals attending mobile Lean Six Sigma training receive the same instructions and support as those trained at the DIAC. Students learn how to use the Lean Six Sigma D-M-A-I-C methodology to lead process improvement projects within their functional areas by "defining" the problem being addressed, "measuring" existing process performance, "analyzing" the data to determine root causes, "improving" the process to reduce defects and increase efficiency, and implementing "controls" to ensure improvements are maintained.

After completing the week-long course, graduates lead process improvement projects within their areas of expertise. Projects target areas like reducing process time, improving quality, reducing costs, or improving customer service. After successfully completing a project, course graduates become certified green belts and can use their skills to improve additional processes in their areas. In addition, some individuals may go on to complete Lean Six Sigma Black Belt training and focus on more complex projects.

Rich Huntsinger, information technology (IT) service desk lead for the Pacific RSC, is working to reduce the number of re-opened service requests and "get it done right the first time." Also at the Pacific RSC, Jill Swasey is working to improve customer support for applications, and Lisa Chen and Richard Shuen are working on a project to improve the software development environment.

Champion training is offered for local management in regions where Green Belt training is deployed. The one-day course covers an overview of Lean Six Sigma, project

selection, best practices and ways to help ensure Green Belt success. In many cases, managers find it advantageous to take both Champion and Green Belt classes.

The successful deployment of Lean Six Sigma outside the NCR is expected to add to achievements already seen across the agency. Trained Green Belts have the tools available to lead successful projects and advance DIA's strategic goals and objectives by continuously improving our performance to provide better quality, faster turnaround, lower costs, greater efficiency and more responsive service to our customers.

For additional information regarding DIA's Six Sigma Mobile Training teams or Lean Six Sigma training, contact Jerry Sharp, CS-3 division chief, or your local performance manager.

The Pacific Regional Service Center Green Belt Class. *Photo by Debra L. Hall, DS*

Have Fun with MWR

By DA

All work and no play exacerbates a stressful environment and makes work days seem even longer. The DIA program for Morale, Welfare and Recreation (MWR) in the Directorate for Mission Services Office for DIA Information and Special Services (DA/DAN) sponsors events and activities to reduce stress and enhance the social side of DIA's work environment. The annual holiday party, picnic, spring and fall golf tournaments and the Turkey Bowl are just some of the events and activities aimed at enhancing employee well-being.

DIA employees pull with all their might during the tug-of-war contest at the 2008 agency picnic. *Photo by SrA Jaclyn M. McDonlad, CS*

MWR provides programs to employees at no cost or with subsidized prices. For example, MWR subsidized two-thirds of the cost for the annual picnic. Employees experienced an even greater savings at the holiday party, which MWR subsidized by 50 percent.

The news gets even better — MWR has expanded! Thanks to your support within the past year, MWR expanded its program with additional annual events and activities, such as Fitness Awareness Week, a pre-Independence Day celebration, the tailgate party prior to the Redskins vs. Cowboys game and the Super Bowl party. MWR also provides ice cream and hot beverage socials at no cost to employees in the National Capital Region.

MWR plays a pivotal role in helping the agency meet its goal of providing an optimal work environment. The MWR Program promotes employee well-being, and supports recruitment and retention. Through MWR, employees are able to come together in social settings, meet one another and network, all while having fun and enjoying food and entertainment.

The MWR program is continuously looking for new events and activities to enhance the quality of the workplace. For more information or suggestions, please contact the MWR Office at (202) 231-1854 or 2920.

A New Era of Intelligence with NDIC

By MC

The mission of the National Defense Intelligence College (NDIC) is expanding in this new era of intelligence reform — an era of national intelligence and defense intelligence transformation — with increasing priority on research, science and technology intelligence, international partnerships, and outreach across the nation and overseas.

More students from across the armed services, the intelligence community and the broader national security community are entering the college each year. Demand for the college's Master of Science of Strategic Intelligence (MSSI) and Bachelor of Science in Intelligence (BSI) degrees is on the rise.

Research productivity in the college and publications from the NDIC Press are also accelerating. The college's outreach to other nations is resulting in growing academic partnerships of importance to the nation. The opening of the new Center for Science and Technology Intelligence (S&TI) heralds the college's arrival as a major advocate and sponsor of S&TI advances of central importance in the 21st century.

NDIC is dedicated to excellence in the pursuit and dissemination of knowledge, in preparing the next generation of intelligence leaders and in increasing contributions to the security and advancement of the nation.

LTG Michael Maples, Denis Clift and Dr. Anthony Oettinger officially open NDIC's Center for Science and Technology at the DIAC in February 2008. *Photo by SGT Lennon M. Hardy, MC*

During an NDIC exercise MAJ Steven Talbott, foreground, works with the student "Joint Staff" on military deployment options for the "Secretary of Defense." *Photo provided by MC*

The new MSSI and BSI curricula provide stronger linkages between the college's degree programs, the National Intelligence Strategy and the Defense Intelligence Strategy.

In 2007, 11 new faculty members joined the college. They add critically needed subject matter expertise in areas such as globalization, peacekeeping, South Asia, collection management, analytic methods, Africa, weapons of mass destruction, science and technology, intelligence and national security policy, Afghanistan, operational capabilities analysis, and social analysis and the spectrum of conflict.

"Excellence in defense of the nation. This is the motto of the Defense Intelligence Agency. Excellence because we hold ourselves to a high standard everyday in what we do and how we do it. Our focus is the defense of the United States of America."

— LTG Maples, February 2008

'Wired' Customers

By DS

During the DIAC expansion effort to relocate customers from Clarendon, Va., to the DIAC, the Directorate for Information Management and Chief Information Officer Enterprise IT Operations Group (DS/DSO) provided an array of information technology (IT) infrastructure to support more than 1,800 customers.

For the communications infrastructure, DSO wired each cubicle with the capability to support up to six classified systems and one NIPRNet. In addition, each cubicle has secure and non-secure telephone capability.

During the move, new technology such as the DoDIIS Trusted Workstation (DTW) and Voice Over IP (VOIP) were provided to customers relocating to the DIAC expansion building. To date, the following infrastructure components have been installed: more than 700 DTWs; 414 SCI workstations; 300 SIPRNet machines; and 40 NIPRNet workstations.

In addition to the DIAC expansion building, DSO installed the communications infrastructure and workstations to support 25 new training classrooms and a conference center in the new Joint Military Intelligence Training Center (JMITC) and National Defense Intelligence College (NDIC) training facilities.

Positive OMB Evaluations of DIA Programs

By FE

In May 2008 the White House Office of Management and Budget (OMB) reported positive scores to DIA on the year's round of Program Assessment Rating Tool (PART) evaluations. PART is an OMB diagnostic tool used to assess and improve performance of federal programs. It was first introduced in the president's budget for fiscal year 2004 as a means to evaluate programs across the government in terms of their purpose and design, strategic planning, management and accountability for results. The evaluations have been applied to 98 percent of the programs across the executive branch and count as an important factor in budget decisions at the highest level. Agencies are held accountable for implementing follow-up actions to enhance their programs' performance.

Barbara Tibbs and Joyce Jones, CS-FE, discuss the budget for fiscal year 2009. *Photo provided by CS*

FE's John Trochimowicz and Larry Mangin help prepare DS for fiscal year close out. *Photo provided by FE*

The most recent results reported to DIA were extremely favorable, with the second-highest possible score — moderately effective — earned by DoDIIS/General Defense Intelligence Program (GDIP) Information Technology and GDIP Logistics. Programs with this rating have set ambitious goals and are well-managed and solidly-functioning. To date, OMB has evaluated all major programs in the intelligence community (IC), and DIA has performed better overall than any other IC agency. OMB considers DIA's consistently strong performance in PART evaluations an IC best practice and regularly refers other programs to DIA for advice and guidance.

regional players on security and information sharing issues and to develop relationships that will continue to benefit DIA well into the future.

- Also in 2008 Maples attended the second annual Asia Pacific Intelligence Chiefs Conference, which is an excellent forum for DIA and the U.S. Pacific Command to expand engagement activities.

Furthering the goal of building an enterprise approach to defense foreign intelligence relationships, IE established a monthly foreign affairs roundtable (FAR), via secure video teleconference, with all combatant command directors for intelligence and service intelligence organizations. FAR serves as a vehicle to update participants on national-level foreign intelligence relationship activities and intelligence sharing policy developments. The roundtable also provides the commands an opportunity to inform DIA of their foreign intelligence relationship issues and activities.

> "Winning the war on terrorism takes a team effort and a close partnership with the commands and other agencies. You have demonstrated that you are indeed team players."
>
> — LTG Maples, July 2006

IE supported counterpart visits for Maples with directors of military intelligence from Afghanistan, Iraq, Mongolia and Malaysia. Each visit provided a comprehensive overview of the U.S. intelligence community for the visitors and promoted increased cooperation and understanding.

Above - PACOM J2 RADM Andy Singer and LTG Michael Maples meet with counterparts from Malaysia during the first Asia-Pacific Intelligence Chiefs Conference in 2007.

Right - German Ambassador Klaus Scharioth presented the Honor Cross of the German Armed Forces in Gold to LTG Michael Maples at a reception this past October. The award was given to Maples in honor of his many years of dedication to improving German-American relations, specifically his efforts to promote open and constructive dialogue between the Armed Forces of the Federal Republic of Germany and the U.S. The award is one of the German military's highest honors. *Photos provided by IE*

Supported by IE, the director of DIA hosts quarterly policy luncheons for the Corps of Defense Attachés in Washington, with such notable speakers as the deputy secretary of defense and the undersecretary of defense for intelligence. These luncheons provide unmatched access to the highest levels of the defense establishment and transparency for attachés in the U.S., and encourage reciprocal treatment for U.S. attachés based in foreign countries.

The IE DOD Executive Liaison Branch is responsible for some 50 foreign counterpart programs of the secretary of defense and the chairman of the Joint Chiefs of Staff each year. In this capacity, the branch is the only activity in DOD that has program responsibilities from decisions on strategic objectives, through site visit selections, to logistic

and resource support. The branch also supports 15 bilateral and multilateral military-to-military conferences annually.

In coming years IE will continue to serve as the platform for DIA's efforts to cultivate, maintain and expand defense intelligence relationships with foreign partners. Through overseeing senior foreign leader visits, encouraging and supporting intelligence sharing arrangements, and serving as the conduit for the exchange of analytical views, IE measurably contributes to the achievement of national security and national intelligence objective.

DIA Honors Inductees at the 2008 Defense Attaché System Hall of Fame Ceremony

By DH

Since 1965 DIA has administered the U.S. Defense Attaché System (DAS), the nation's cadre of uniformed diplomats located in more than 137 locations around the world. DIA's defense attachés provide unmatched insight into key national security issues.

Defense Attaché

The Hall of Fame display located at the upper level entrance to the Tighe Auditorium. *Photo by SrA Jaclyn M. McDonald, CS*

On Aug. 5, 2008, the agency gathered to celebrate the induction of 11 new members to the DAS Hall of Fame. It was seven years since DIA had last celebrated the outstanding members of its attaché system. Qualities of a DAS Hall of Fame member include versatility, innovation, regional expertise and language fluency. Many of the 100 members demonstrated courage in hostile environments when faced with personal danger and death. They provided critical reporting and significant assistance during major military conflicts and initiated programs to improve relations with their host countries. All made unique and significant contributions to the DAS and epitomized the soldier-diplomat.

Dozens of enthusiastic volunteers from across the Directorate for Human Intelligence (DH) contributed their time and energy to make this a memorable event for the new inductees whose actions contributed to the history of DIA. The following members now join an exclusive group to be regarded as examples for posterity: retired RADM Eric A. McVadon, retired BG Michael T. Byrnes, retired Col William C. Clark, retired Col David W. Hurley, retired COL Jeffrey D. Jore, retired COL Stephen R. Norton, retired COL Sue Ann Sandusky, retired COL Thomas P. Wilhelm, retired COL Larry M. Wortzel, retired CW5 Mark D. Pickenstein, and retired MSG Edward W. Gibson.

In the presence of many dignitaries and a full Tighe Auditorium, guest speaker LTG Keith Dayton spoke at length of the dedication and initiative which was the hallmark of the class of 2008 inductees. Letitia Long, deputy director of DIA, and William Huntington, deputy director for HUMINT, presented each honoree with an award and inducted them into the Defense Attaché System Hall of Fame.

Following the ceremony, inductees and guests gathered to enjoy refreshments and receive congratulations from friends and colleagues. The Hall of Fame permanent display is located at the upper level entrance to the Tighe Auditorium.

Showcasing GDIP's Unique Intelligence Capabilities

By FE

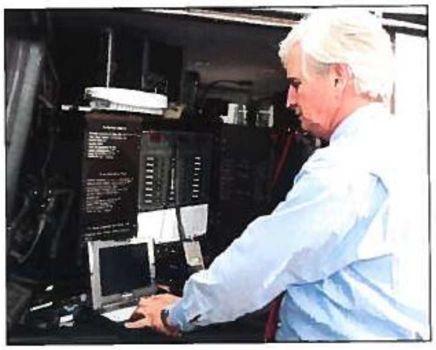
In October 2007 and March 2008, the Office of the Chief Financial Executive (FE) collaborated with the Office for Congressional and Public Affairs (CP) on two fairs showcasing the diverse capabilities of the General Defense Intelligence Program (GDIP). GDIP provides a unique set of intelligence capabilities, products and services to the warfighter, policymaker and acquisition community.

DI's Brian Sample shows foreign weapons recovered in Iraq to Rep. Mike Thompson during the March 2008 GDIP fair. *Photos provided by CP*

The October GDIP Capabilities Fair staged more than 30 presentations from across the GDIP community to demonstrate their unparalleled support to warfighters and policymakers alike. The fair garnered an outstanding reception from dignitaries from the offices of the Director of National Intelligence and the Undersecretary of Defense for Intelligence.

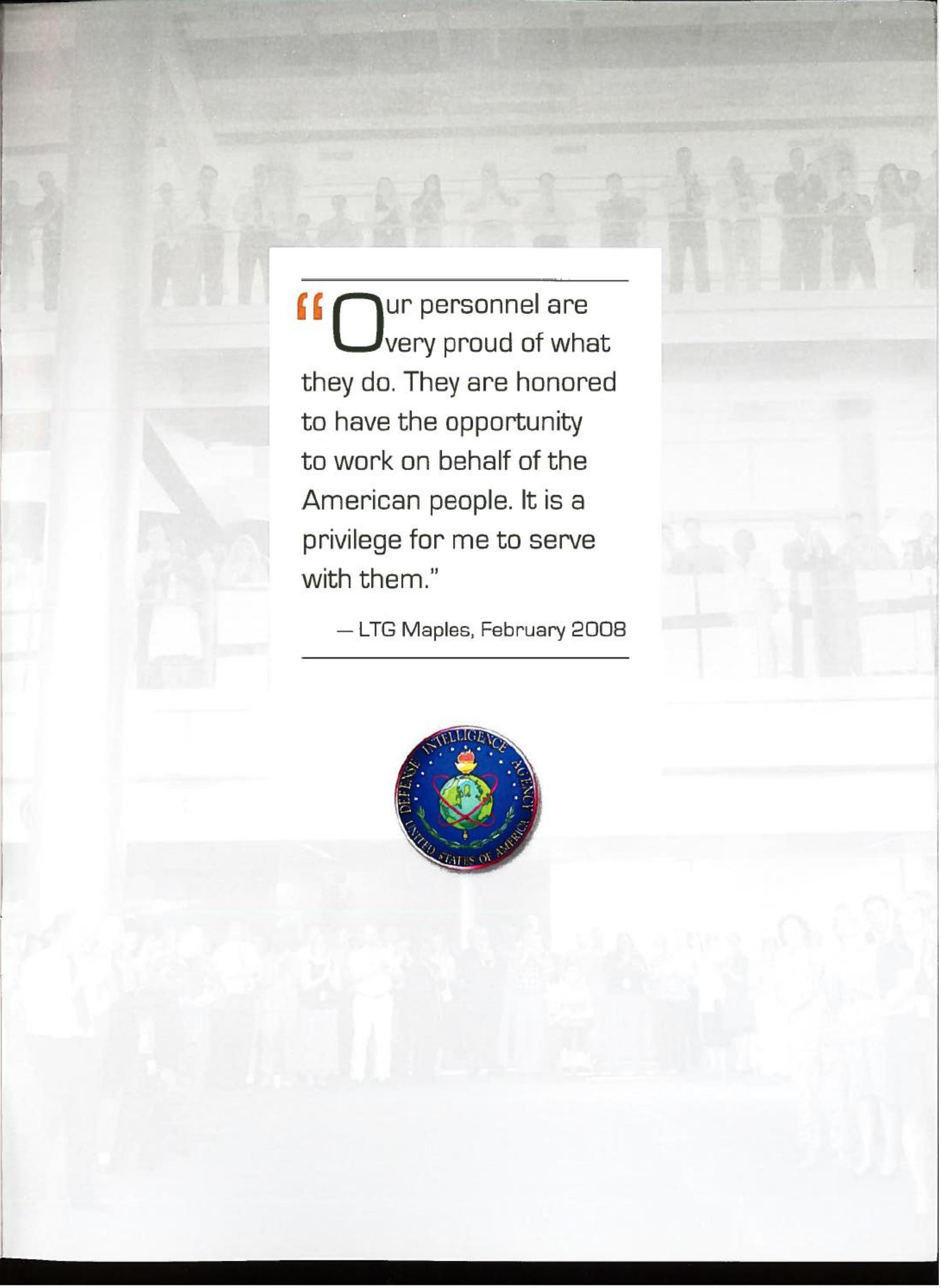
Following up on this initial success, the March fair introduced GDIP capabilities to guests from the White House Office of Management and Budget, members of Congress and congressional oversight committee staffers. Presentations spanned the many organizations supporting GDIP functions, including the National Ground Intelligence Center, the Missile and Space Intelligence Center (MSIC), DIA's Directorate for Intelligence Joint Intelligence Task Force for Combating Terrorism (DI/JITF-CT) and the Marine Corps Intelligence Activity.

These efforts heightened the GDIP profile among important constituencies. Rep. Mike Thompson, D-Calif., who serves on the House Permanent Select Committee on Intelligence said, "My visit to DIA and the GDIP Capabilities Fair was informative. As chairman of the Subcommittee on Terrorism, HUMINT, Analysis and Counterintelligence, it is important that I understand the assets, resources and capabilities the intelligence community has to defend our nation. DIA contributes incredibly to our national security, and the fair demonstrated its many and impressive capabilities, including HUMINT [human intelligence], MASINT [measurement and signature intelligence], SIGINT [signals intelligence] and analysis. My sincere thanks to all those men and women at DIA who work diligently and tirelessly to keep America safe."



At the GDIP Capabilities Fair, Bruce Burnette, DH, demonstrates various communications options inside a contingency operations vehicle.

The GDIP Capabilities fairs have laid a strong foundation for continued advocacy on behalf of GDIP component organizations in the years to come. Planning has begun to showcase GDIP's unique capabilities to the new administration by taking the next planned capabilities fair to Capitol Hill later this year.



> "Our personnel are very proud of what they do. They are honored to have the opportunity to work on behalf of the American people. It is a privilege for me to serve with them."
>
> — LTG Maples, February 2008

DEFENSE INTELLIGENCE AGENCY

UNITED STATES OF AMERICA

> “ This nation is counting on the armed forces of the United States, and the armed forces of the United States are counting on the intelligence professionals of the Defense Intelligence Agency.”
>
> - LTG Michael Maples, Director DIA